FT No. 31,176 THE FINANCIAL TIMES LIMITED 1990

Monday June 18 1990

MIDDLE EAST

Deal-maker Baker leans on Shamir

D 8523A

World News

EC considers moves to show privatises displeasure telephone

The Romanian parliament is expected to swear in Ion Biescu as President today while in Luxembourg EC foreign ministers review what action they might take to show displeasure over the Romanian Government's crackdown on protesters last week. Page 20

with Romania

IRA suspect charged IRA suspect Donna Maguire was charged at Turnhout, Belgium, with carrying a false passport, use of a false name and criminal association, after being found with two men firing guns in a Belgian wood. One of her companions, captured by Dutch police, was awaiting extradition back to Belgium, while a hunt contin-ued for the other.

Pravda warning The editor-in-chief of Pravda, the Communist Party daily, has warned that the party which has ruled the Soviet Union for 72 years must either reform itself at a crucial congress next month or risk extinction. Page 2

Ceasefire broken Tamil separatist guerrillas and government troops clashed in north east Sri Lanka, breaking a fragile day-old ceasefire, security sources said.

Election violations The second round of Bulgaria's first multi-party election in more than 40 years was marred by violations and several cases of overt intimidation, foreign observers reported. Picture.

Accord stalled

The tenucious tactics of the one Aboriginal member of the Manitoba legislature have succeeded in stalling approval
of Canada's Meech Lake constitutional package, while unleashing the most vigorous protests in years by the native community against political discrimination. Page 4

Farty debate banned President Daniel arap Moi of Kenya ordered an end to a three month debate on the merits of a multi-party democracy, saying the country was firmly behind him and the sole legal party, Kanu. Page 3

Vietnam tightens net Vietnam, tightening its secucity net against what it calls an imperialist threat, has discovered 30 local companies operating illegal joint ventures with foreign companies and 200 foreigners entering the consury illegally. Page 3

Israeti oii

A US-based company said it had found oil off the Israeli coast but halted test production for technical reasons.

Soviet prison rict About 1,000 inmates barricaded themselves into a riot-torn Ukrainian prison and took up

positions on the roof after police began trying to evacuate the mutineers.

Policemen killed Gunmen killed four black Policemen in South Africa as blacks commemorated a 1976 anti-apartheid uprising in Sow-

than 600 people. Kuwaiti strike

Hundreds of Kuwaiti oil work-നം, in rare industrial action in the Gulf Arab region, are to strike indefinitely if the state oil company does not enswer union demands.

Ecuadorean poli Ecuadoreans voted in mid-term ted to result in a setback for

President Rodrigo Borja. Oman-Bulgaria links Bulgaria and the Gulf sultanate of Oman are to establish

THE MONDAY INTERVIEW

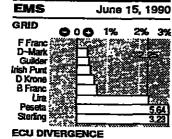
diplomatic relations.

CONTENTS

Business Summary Mexico

The Mexican Government is offering 20.4 per cent of its majority holding in Telefonos de Mexico in the first stage of a major privatisation exercise, the Ministry of Finance has announced. Page 23

EUROPEAN Monetary System: The Spanish peseta and Italian lire were the firmest currences within the EMS last week as they strengthened, particularly against the French franc. The franc could remain towards the bottom of the grid as long as a rise in French interest rates is thought to be unlikely.



 \bigcirc 0 \bigcirc frish Punt D Krone B Franc Lira Limit ECU Parity Day Position

The chart shows the constraints on EMS exchange rates. The upper grid, based on the system's weakest currency, defines the cross-rates from which only the peseta may move by more than 214 per cent. The lower chart gives currencies' diveragainst the European Currence

Unit (Ecu), itself derived from a basket of currencies. BANCO de BRASIL is funding \$63m complementary credit to allow completion of first stage of Peru's Chavimochic irrigation project. Page 6 MOSCOW NARODNY Bank, Soviet-owned British bank, has received a capital injection from its Soviet shareholders.

SPAIN is dismayed by West German Bundesbank proposals to create a "two-speed" process towards European Monetary

Union. Page 2 CS HOLDING, Swiss financial holding company whose sub-sidiaries include Credit Suisse and CS First Boston, is raising \$1.5bn through a group of international banks. Page 22

AVONDALE INDUSTRIES. New Orleans-based ship builder, prepares offer to build Phoenix World City, a 250,000ton cruise liner. Page 6

BELL ATLANTIC and US West, US telecommunications companies, will modernise Czechoslovakia's phone system. Page 6

SKETCHLEY, UK dry cleaning and industrial services group, is to announce "rescue" rights issue. Page 8

FIRST CHICAGO is to launch \$1bn of credit card-backed bonds in the US and international markets. Page 23

SOVIET UNION economic reform programme will domiseven leading industrialised countries in Houston, Texas.

EASTMAN KODAK and Inter-national Business Machines are forming an "alliance" to develop a new generation of computer systems newspapers and magazines. Page 23

NMB SEMICONDUCTOR of Japan and Ramtron of the US have formed an independent joint venture company to design and develop high density memory chips. Page 6

Nissan chairman Taka-

shi Ishihara is in no

doubt about what lies

at the root of US-Japa-

nese trade lensions:

the world wants, and

Japan makes goods

the US does not

16 Inil Capital Markets ...

Finance chief says extra DM5bn a month needed to pay wages: 30% of companies may fail E Berlin details credit needs after union

company in new credits after monetary union with West Germany on July 1 merely to pay wages, according to Mr Wolfgang Zeissig, head of financial planning in the East German Finance

liquidity crisis.
The Finance Ministry official said that up to one third of all East German companies will

be dependent on credit to pay most of the wages bill for at least three months after mone-June 15, 1990 000 1% 2% 3% tary union.

sumer goods sector, whose goods have been rejected by East German wholesalers, are

By David Goodhart and Leslie Colitt in East Berlin EAST GERMAN companies caught in a serious liquidity will require between DM5bn (\$2.95bn) and DM6bn a month squeeze and are preparing for extensive shutdowns and unemployment. Some are already paying wages out of

to pay their wage bills this month and are being pressed by the banks to repay their loans." Mr Hans Neumann, another official in the East Ministry.

Mr Zeissig said in an interview that an international conanother official in the East German Finance Ministry said. Mr Zeissig said the trust agency, which is charged with overseeing privatisation of industry, will act as the guar-antor for loans made by the consortia and, in conjunction sortium of more than 30 banks was on the point of signing a lending declaration with the Treuhandanstalt, the East German trust agency, which owns most of industry, to help over-come industry's short term

with the East German economics Ministry, will check all companies' credit applications to ensure credit is channelled only to companies with real survival prospects. Between 20 and 30 per cent of all companies are expected to collapse

"Many companies are unable

after monetary union.
The liquidity loans from the banking consortium come on top of credit of DM7bn this year and DM10bn next year that the West German Government has committed the trust to raise to help companies with new investment. The trust is likely to be divided into between 5 and 8 departments to deal with the credit and investment needs of different industrial sectors.

The consortium consists mainly of West German banks but also includes financial institutions from France and the US. Mr Zeissig said that the West German Bundesbank had been encouraging West Ger-man commercial banks to join the consortium. He also emphasised that not-

withstanding the short term liquidity problem of East German industry the real debt problem of the corporate sector "is around the West European average in relation to assets." After July 1 the total debt of

East German companies, converted at two East German Marks to one Deutschemark, will be about DM120bn. But there is continuing pressure for complete debt forgiveness in some sectors, despite opposi-

in some sectors, despite opposi-tion from Bonn.

Mr Zeissig revealed that spe-cial consideration was being given to companies that have recently taken on large credit commitments as a result of re-equipping with expensive Western investment goods.

"We might consider a more favourable debt conversion of favourable debt conversion of four to one for companies in this position," he said.

He specified heavy investment by East Germany's chemicals, energy and electronics industries, and added that over ministries, and added that over 3 million pieces of Western machinery have been acquired in recent years. Mr Wolfgang Pohl, East German Economics Minister, has also raised the possibility of debt forgiveness for the chemicals and energy sectors. On the East German public sector deficit for this year, he said he was confident of sticking close to DM15.5bn for the first half of the year.



West German Chancellor Helmut Kohl in East Berlin as politicians from both sides of the border commemorated a 'Day of German Unity'

Lithuania considers Moscow offer

recognising Lithuanian independence, he states US support for Lithuanians' right to self-determination.

MARCH 31: President Gorbachev warns of

tough consequences if Lithuania does not recant independence. Soviet troops occupy the offices of Lithuania's chief public

APRIL 18-19: Moscow cuts off oil to Lith-

uania's only refinery, followed by an 80 per cent reduction in the republic's gas supplies. According to the President the

republic can "hold out 100 years without gas or oil."

By Leyla Boulton in Moscow

Many companies in the con-

THE REBELLIOUS Lithuanian parliament will tomorrow consider whether to suspend its independence declaration in return for formal secession talks with Moscow and the probable ending of a harsh economic blockade. The Lithuanian President,

Vytautas Landsbergis, said yesterday that the parliament would start discussing an offer he brought back from Moscow, but that he did not expect a quick decision. He did not know whether deputies would accept the compromise put to him last week by Mr Mikhail Gorbachev, the Soviet Presi-

dent.
"This is a serious offer...
but it would be dangerous to
rush into a decision," he said

in a telephone interview. Mr Algis Cekuolis, a Communist deputy and newspaper editor, said "only a gipsy lady" could tell whether parliament would accept a deal with a Kremlin. However, he said that most of his compatriots were still

"The new people at the Kremlin are saying they're not Stalinists. That's very nice but they're the same people who sent paratroopers to our city and imposed an economic blockade," he said. The Lithuanian Government

MARCH 11: New Lithuanian parliament declares restoration of independence, lost in 1940 when Soviet Union absorbed Lith-

uania as part of deal with Hitler. Vote

carried by 124 votes to none, with six

ties, the Soviet Union's supreme constitu-

tional authority, declares Lithuanian res-olution invalid and says it is still bound

MARCH 29: US President George Bush

by Soviet constitution.

immediately if negotiations were broken off, it said in a statement issued on Saturday. It also demanded an immediate end to Moscow's economic sanctions.

Two months ago today, Moscow cut off crude oil sup-plies to Lithuania's only refinery, and slashed daily gas deliveries by 80 per cent in an attempt to force the breakaway republic into an unconditional The blockade has brought

Lithuanian industry almost to a standstill and has put 40,000 has proposed that parliament should declare "a temporary moratorium" of the March 11 people out of work.
"We have been without hot water and heating for a long declaration for the duration of

time," said President Landsbergis, explaining why his voice was heavy with a bad cold. The moratorium would end

Mr Gorbachev made his offer to Lithuania on the same day he outlined his vision of a future Soviet confederation of sovereign states, with individually tailored ties with the cen-

Pressure from his arch-rival, Mr Boris Yeltsin, the newly-elected Russian president who threatened to set up direct trade and co-operation links with Lithuania, almost certainly helped Mr Gorbachev to work hard for a solution.

Lithuania in turn has been pressed towards compromise fter discovering, to its dismay, that western democracies were unwilling to offer it concrete help, either by recognising its independence or giving it alter-

Timetable of Lithuania's independence struggle JUNE 12: Mr Gorbachev, in first hint of compromise, says Lithuania needs to sus-pend independence declaration only for duration of negotiations. Meets President Vytautas Landsbergis who returns to Vil-

nius to put offer to parliament. JUNE 13: Soviet Prime Minister Nikoli: Ryzhkov says Moscow is prepared to ease its economic blockade on Lithuania.

JUNE 16: Lithuanian government proposes that parliament declare "temporary moratorium" on independence act for duration of negotiations with Moscow.

Conference will seek cut in use of CFCs

By David Thomas, Resources Editor, in London

NEW controls on industrial substances that destroy the Earth's ozone layer are almost certain to be agreed at a con-ference of representatives from more than 100 countries which begins on Wednesday in Lon-

On the eve of the conference, the US has dropped its opposi-tion to the setting-up of an international fund to help developing nations reduce their use of chemicals damaging to the ozone layer, which acts as a barrier to harmful radiation from the sun.

The US is likely to contrib-ute between \$20m and \$25m to a fund of at least \$100m which will provide financial assistance over three years, could grow to more than \$200m if developing countries are brought into the agreement. The conference has been

called to strengthen the exist-ing international agreement on ozone-depleting substances, known as the Montreal Protocol. The biggest uncertainty at the conference will be whether will agree to join the 56 other countries that have already signed the protocol.

The protocol commits participating countries to cutting consumption of chlorofluorocarbons (CFCs), widely used in refrigerators, industrial cleaning and aerosols, to 50 per cent of 1986 levels by 1998. It also commits countries to stabilise the use of halons, used in firefighting, at 1986 levels by 1992.

The European Community will press at the London con-ference for a revised agreement which could:
Phase out all CFC use,

preferably by 1997, or by 2000 at the latest. Phase out use of halons by the end of the century, with limited exceptions for essential

 Introduce new controls on methylchloroform, used as an industrial solvent. The EC wants a 50 per cent cut in its

use by 2000. • Introduce new controls on carbon tetrachloride, another ozone-depleting solvent. The EC wants its use to end by

Environmental organisations are already condemning the likely agreements as inadequate. In a report to be pub-lished today. Greenpeace munity for failing to scrap CFCs faster and for not including CFC substitutes in the likely new agreement.

The Failure of the Montreal Protocol. Greenpeace, 30-31 Islington Green, London NI SXE. £1 plus 50p p&p

appeals to President Gorbachev for peaceful solution to Lithuanian crisis. Without Deadline for public sector cuts is acid test for Collor de Mello

By Christina Lamb in Rio de Janeiro

BRAZIL's President Fernandez Collor de Mello today faces his biggest challenge since taking office three months ago, as he confronts the deadline for his proposed sacking of 360,000 members of the country's pow-

erful bureaucracy.
The dismissals will drag him into a quagmire of legal and constitutional restrictions and will force a head-on collision with business and old-style politicians, who use the bureaucracy as a network to secure iobs and contracts.

So far 10,000 job cuts have been announced in the ministries and 13,000 at Petrobras, the state oil corporation, where a strike is now under way. Ministers have already admitted that the number sacked is more likely to be 120,000 than the 360,000 initially promised, but the move is integral to the success of Brazil's radical economic adjustment programme, announced by President Collor within hours of his inaugura-

President Collor pledged to stem inflation, which had hit a monthly rate of 73 per cent, and to turn the fiscal deficit of 8 per cent of gross national product into a surplus of 2 per cent through measures that included a wage and price mor-atorium, a freeze on 80 per cent of savings, cuts in government spending and the opening of trade barriers.

However much of the money frozen is already in circulation. Monthly inflation has once more reached double figures. and plans to sell off one state industry a month have been delayed.

Although the difficulties have been related more toimmentation than to strategy, inevitable comparisons are being drawn with three previ-ous plans in the last four years, all of which failed. Mr Roberto Teixeira de Costa, a leading economist. "So far there has been more rhetoric than results. Rightly or wrongly, people are looking at public sector cuts as

a test of President Collor's The administration hopes to save at least 1 per cent of the country's gross national prod-uct by firing personnel from the 1.6m strong federal payroll. Although wasteful public spending is a favourite hobby horse of Mr Collor, many doubt whether he can maintain this stance with congressional elec-

tions approaching in October.
If Mr Collor tries to force the dismissals through by decree he is likely to fall foul of the constitution, which guarantees life tenure to those public servants with five years of service. Moreover, the very bureaucracy he is trying to cut is charged with implementing the plan and thus is in the perfect position to sabotage it. Mr Robert Macedo, head of

versity, believes that President Collor is becoming the victim of his own deadline. "President Collor is a rich kid who always had his own way and had no Continued on Page 20 FT SURVEYS THIS WEEK

Corporate Finance: see panel.

Belgium: A new sense of

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FEYAUP

International Courier and Express Services: companies jostle for position.

YOU TURNED OUT TO BE JUNK, WHY THE SURPRISE?

SO THE JUNK BONDS I SOLD



in a state of flux.

■ WEDNESDAY Staffordshire: fresh attractions for investors.

European Finance and

Investment: West Germany.

E FRIDAY

III TODAY:

€ TUEŞDAY:

FT Review of Business Books.

up in eastern Europe Belgium: Political stability but economic uncertainty 2-6 Businessman's Diary 23 Crossword ... Management Currencies Monday Page . US Bonds 31 international bonds 22 Financial Diery

34.35 . 24 24 Unit Trusts

Semiconductors: European makers prepare

Management: Should West German compa-

Steel Industry: Fusions that aim to safeguard

Margaret Thatcher: How to stop her isolating

World Trade: Selling to the new-look Soviet

Corporate finance: New opportunities open

nies reclaim their plants in the east?

for battle with the Japanese

Britain in Europe again ...

Union is not easy ...

the future ..

Corporate Finance The wave of acquisitions in

the US and the UK peaked in the last 18 months of the 1980s, leaving the corporate finance industry

NOTICE IS HEREBY GIVEN to Bankers Trustee Company Limited (the "Trustee") and to the holders of the Class C-1 Mortgage Backed Floating Rate Notes Due October 2023 (the "Class C-1", Notes") of Mortgage Funding Corporation No. 3 PLC (the "Issuer") that, pursuant to the Trust Deed dated 21st October, 1988 (the "Trust Deed"), between the Issuer and the Trustee, and the Agency Agreement dated 21st October, 1988 (the "Agency Agreement"), between the Issuer and Morgan Guaranty Trust Company of New York (the "Principal Paying Agent") and others, the Issuer has determined that in accordance with the Redemption provisions set out in the Terms and Conditions of the Class C-1 Notes of the amount of \$9,000,000 will be and Conditions of the Class C-1 Notes. Class C-1 Notes in the amount of \$9,000,000 will be redeemed on 2nd July. 1990 (the "Redemption Date"). The Class C-1 Notes selected by drawing in lots of £100,000 for redemption on the Redemption Date at a redemption price (the "Redemption Price") equal to their principal amount, together with accrued interest thereon are as follows:

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Avenue des Arts 35 B-1040 Brussels, Belgium Morgan Guaranty Trust Company of New York 30 West Broadway New York, New York 10015 Attn: Corporate Trust Administration

Morgan Guaranty Trust Company

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- Mademolesie LECLERCO Pascale living in PARIS (75015) 12, rue Robe. Fluory
- Mademolesie COHEN Nathafie living in PARIS (75005)
- Berholler

INTERNATIONAL NEWS

Pravda editor warns Party of 'extinction'

By Leyla Boulton in Moscow

THE editor-in-chief of Prayda, the Communist Party daily, has warned that the party which has ruled the Soviet Union for 72 years must either reform itself at its crucial congress next month or risk extinction.

"Either the party changes and becomes a new party with democratic principles or it will lose all authority in society," Mr Ivan Frolov, a close ally of Soviet President Mikhail Gorbachev. told the Financial Times.

Mr Frolov, a member of the party's policy-making central committee, said it was too early to tell if the party would split, as many predict: "Perhaps

Bulgarian Prime Minister

Andrel Loukanov votes in Sofia in the second round of

Bulgaria's first multi-party

election in more than four decades. Polling was marred by violations and several cases of overt intimidation, foreign observers reported yesterday, Reuter reports from Sofia.

Observer teams monitoring

indicating a pattern of intimi-

Among irregularities noted were the presence of uni-

formed officers and local may-ors canvassing outside polling stations and failure to observe

secrecy in some booths.

The voting is for a new 400-seat National Assembly. In the first round, the former com-

munists, now the Bulgarian

Socialist Party, won a majority over the Union of Democratic

Forces (UDF) alliance.

dation in several districts.

the vote in 81 constituencie where run-off elections were being held reported incidents

there will just be a splintering."

But the 60-year-old former academic

also said that a conservative rump could not survive if democratic forces left the party. Intellectuals, peasants, workers would not support it ... I myself would have nothing to do with such people.

The warning came as radicals and conservatives stepped up preparations to get their way at the 28th congress of the party of Lenin and Stalin Supporters of the radical Democratic

Platform (DP) held a weekend congress in Moscow's October Cinema to consider tactics for moving towards a social democratic type of party.

The DP, which wants fully demo-

cratic decision-making and an end to a ban on factions within the party, last

night threatened to form a breakaway group if their demands were not met. Tomorrow, conservatives get their chance to rally, when Mr Gorbachev opens the founding congress of the country's first Russian Communist Party. Although DP supporters and other Russian members of the CPSU will attend the week-long meeting the

new party is widely seen as a focus for hardliners such as Mr Boris Gidaspov. the Leningrad Communist party boss. Mr Gidaspov, a fierce critic of the Soviet leader, told Pravda on Saturday that the new party should unite "all honest, thoughtful Communists faithful

to the ideals of October". Mr Gorbachev gave the new party the tion, or of dismemberment," he said.

green light a week ago, but only under duress, as part of a bid to steer a middle course between his conservative and radical critics. The concept of a purely Russian Communist Party nad been resisted by Soviet leaders, starting with Lenin, who have argued it would give too much influence to the Russian Fed gration, the Union's largest republic,

Mr Frolov, disclosing that Mr Gorba chev planned a big speech at the Rus sian party meeting, said it was too early to tell whether the party would be a

hastion of conservatism. "We hope it will be a force of consolidation but only this week's meeting will tell whether it is a force of consolida-

Bundesbank Emu proposal upsets Madrid

By Peter Bruce in Madrid



official has called the proposal "extremely worrying" and the governor of the Bank of Spain. Mr Mariano Rubio, has warned that a two-speed union could

for the smooth functioning of the community. Mr Karl Otto Pöhl, president of the Bundesbank, made the suggestion last Monday after

briefing EC Finance Ministers

in Luxembourg on preparations for the creation of a Euro-pean Central Bank. His French counterpart. Mr Jacques de Larosière, later enthusiastically supported Mr Pöhl.
Mr Rubio told the Financial

Times the proposals were "premature". EC governments had already agreed on a broad timetable for implementing the recommendations of the Delors committee on monetary union in three phases - starting this July with the lifting of controls on capital movement by some governments - and he believed the process should be

adhered to.
"This is a very delicate mat-ter," he said, "and could have serious consequences for the functioning of the Community. Given that monetary union is the most important political project in the Community, it should be left up to govern-

Although both Mr Pohl and Mr de Larosière appeared to suggest that Italy, which recently narrowed the band within which the lira fluctuates in the European Monetary System from 6 per cent to 2.25 per cent, might also become a starter member of a system of fixed exchange rates, he clearly excluded Spain and Britain. which has yet to join the exchange rate mechanism of the EMS. The peseta has been

in the ERM for a year. Under a dual-speed union the Community's high-inflation countries would be invited to join the others when they had achieved sufficient convergence with them and were less likely to need to manipulate

exchange rates.

Britain opposes the propos-als and the Bank of Italy reacted coolly to them late last week. Mr Pierre Beregovoy, the French Finance Minister, has also criticised Mr Pohl's pro-

posals Mr Rubio said it was impos sible to tell what state the different EMS economies would be in in four years, when the final phase of the Delors process might be reached. It was too early to decide now which countries would join, or remain out of, a monetary

Although Spain is still grappling with annualised inflation of 6.8 per cent, he said e had no doubt that the country could drop the rate of price rises by 3 points and match current inflation in France.

Spanish income tax reform to boost saving

THE SPANISH Government plans steep cuts in capital gains tax, from 56 per cent to 35 per cent, as part of a swe ing income tax reform designed to stimulate savings and to cut the fiscal burden on

wage earners, Peter Bruce A white paper published at the weekend also proposes an increase from 2 per cent to 5 per cent in allowances on income, a cut of between one and five points in the top mar-ginal rate of income tax of 56 per cent, a lowering of the minimum marginal rate from 25

per cent to 20 per cent, and the

non-payment of any tax for

some 2m people earning under Ptaim (£5,600) a year. The white paper will go to parliament, where the govern-ing Socialists have a working majority, after the summer break. Mr Carlos Solchaga, the Finance Minister, said the sentially populist measures would leave 90 per cent of wage earners paying less tax. The Government, though, is likely to make up any shortfall in tax revenues by raising indi-rect taxes and by reducing cor-porate tax deductions. It plans

to phase in a new tax system for entrepreneurs and profes-

By cutting capital gains tax

to the corporate tax rate of 35 per cent, Mr Solchaga clearly hopes to stop wealthier Spaniards converting themselves into companies to escape high personal taxes. The proposals will free property bought before 1978 from capital gains tax, and make only property bought and held since for less than a year liable to the full 35 per cent

Mr Solchaga, who is proposing the creation of a special police force to fight widespread tax fraud, also wants portfolio investments by non-residents to be tax-free, so that foreign capital continues to be attracted. Although the white

dend taxes for residents from 10 per cent to 15 per cent, it commits the Government to easing tax on more simple forms of savings.

Although many senior finance Ministry officials, including Mr Solchaga, are openly sceptical about the effects that tax cuts can have on savings, public opinion has more or less forced them to experiment. The proposals are at least likely to ease tensions between the Government and trade unions, who insist that wage earners have not benefited enough from the country's recent economic growth.

Army inertia blamed for Romania turmoil

Bucharest's leaders have become hostages to violent forces, writes Judy Dempsey

HE Romanian govern-ment says it called out the miners last week because it could not rely on the army to quash "fascist forces" which had attempted to take over the country.

But the government has again failed to spell out who d'état, nor did it apologise for the wave of terror which swept through the capital for three days leaving behind an atmosphere of intimidation and

destruction. In an uncompromising communiqué issued at the week-end, the government, which is dominated by the National Salvation Front, said it was forced to call out "the citizens to eliminate the forces of destruc-

But the communiqué will do little to reassure the opposition parties that President Ion Iliescu and Mr Petre Roman, the Prime Minister, are com-mitted to creating a tolerant

climate for democracy.

The headquarters of the National Liberal Party and Peasants Party are in tatters. The miners destroyed all their computers, phones and fax machines. The filing cabinets, desks and bookshelves were

The sequence of events which started early last Wednesday, confirm the fears of the opposition that the country's three main forces - the Front, the army and the security forces - have no idea how to build a democracy. The Front, which won a landslide victory in the elec-

tions, is a heterogeneous party but dominated by former combetween tolerating an opposi-tion and resorting to mob rule,

trends which reflect the Front's own weakness and disunity in trying to create genuine democratic institutions. This was particularly evi-dent last Friday when miners tried to evict the Group for

Social Dialogue, a small, inde-

pendent movement of intellec-tuals, from its headquarters. For hours, Mr Gabrile Andreescu, one of the leaders of the Group, negotiated with Mr Roman, Mr Andre Plescu, the liberal-minded Minister of Culture, and the Ministry of Defence which during the day had sent the army to take over

the building.

"We received contradictory statements," said Mrs Vera Campeanu, a prominent member of the Group. "Maybe there is a split between Iliescu and Roman about how far an oppo-sition should be tolerated."

But of more concern are the many questions intellectuals are now asking about why the police and army allowed the mobs to take over Bucharest.

For instance, why did the police and army literally stand idly by on Wednesday evening when demonstrators set fire to the police headquarters?
And why, as the demonstra-

tions continued, did the army itself not intervene? This would have ruled out the need their own law and order. The government communi-

qué places the blame on "hesi-tant units in the army" as well as the lack of co-ordination between the police and the army in taking decisive action.

he army hesitated because it is divided between those (mostly young) officers who do not want anything to do with politics and those who see it as their duty to defend the state. Those divisions go back to February, when a group of young officers set up the Committee for the Democratisation of the Army, aimed at ousting officers who had served under

the Ceausescu regime and introducing reforms. The Front met the young officers' demands by sacking the Defence Minister and by demoting 5,000 officers of the "old guard". But once the Front saw that

the loyalty of the army was in question last week, it re-integrated the officers, and - more significantly - President Iliescu outlawed the Committee. This does not bode well for the future stability and unity in the army. The hesitation by the army partly explains why Mr Iliescu called in the "people" to defend

the state against "a fascist coup d'état" (just as in January and February) Mr Iliescu unleashed the old Ceausescu forces on whom

he remains decendent

The miners are based in the Jul Valley where, in 1977, thousands of miners went on strike Ceausescu himself flew down to talk to them, but the miners stoned his belicopter. The authorities met the miners' demands for better pay; but soon afterwards, the strike leaders disappeared. More important, many Securitate (secret police) were then sent to work in the mines to monitor any unrest

Intellectuals now say that these Securitate officials directed the miners to the headquarters of the Liberal and Peasants parties, to the television, and to the newspa-per offices of Romania Libera,

an open critic of the Front. But in singling out for attack all the opposition groups who have no connection with the so-called "fascist coup", the Front exposed its own vulnerability. If it lost control over the miners to the security forces.

then it will continue to remain dependent on the old Securitate machine In a country dominated by lies and rumour, seeking the

truth to the Front's real intentions will remain elusive. But judging from statements: by Mr Iliescu and Mr Roman whom show hot: t slightest shame or regret for the violence, the Front's sym-pathies were with the mobs and against the opposition.

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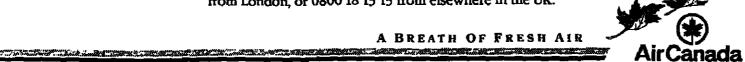
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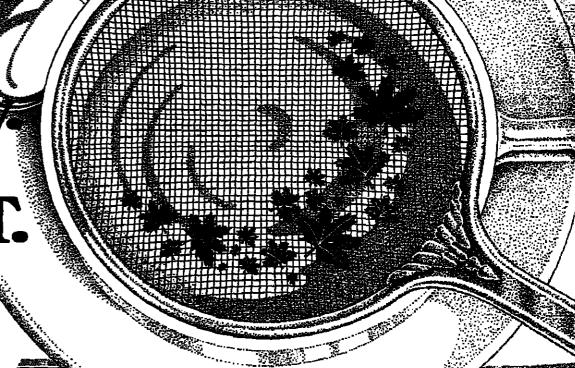
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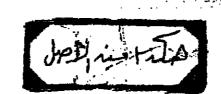
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A BREATH OF FRESH AIR







tions of Africa supremo and

intelligence overlord were notoriously combined in the

hands of Mr Jacques Foccard,

éminence grise at the Elysée

Palace. But even the French

press has been caustic at the monarchical implications of

entrusting such a portfolio of state to a man whose only obvious quality is that he is the son of the president.

Last week the news maga-zine L'Evènement du Jeudi lost

the law-suit brought by Mr

been either clean or compe

But the more general point in the magazine's article, head-

lined Africa: the Bankruptcy of French Policy, is that France

has for too long been too closely and too uncritically identified with regimes which

Ian Davidson examines the unsettled political and economic backdrop to this week's critical summit

HE Franco-African summit meeting this week is taking place at a moment of growing political and economic crisis for a numher of the African participants, and at a critical juncture in France's African policy.
The Ivory Coast and Gabon

are only the most recent countries in Africa to have been shaken by large demonstra-tions of political protest: in the Ivory Coast by disaffected military conscripts, in Gabon by

But many other Arrivan countries are also in deep economic and political trouble. With only two days left before with only two days left before onening of the summit, the French authorities are still not sure just how many of the heads of state will feel it is safe to leave their capitals.

La Baule on the French Atlanis same of the French Atlan-tic coast, may also mark a turning point in France's pol-icy towards Africa.

The disturbances in Ivory

Coast and Gabon have released a rising tide of disapproval in the French press of the balance sheet of French policy in Africa. In particular, French press criticism blames France

for having knowingly connived at the perpetuation, in its for-mer colonies, of regimes which are corrupt, autocratic and incompetent.

The barrage of criticism has made the French Government ultra-sensitive in rejecting accusations that it is engaged in propping up repressive regimes in Africa. When President Felix Houphouet-Boigny of Ivory Coast reacted to his domestic political troubles by calling on France to implement their bilateral defence pact, the French Government sent a single colonel on a reconnaissance

in response to the protest demonstrations in Port-Gentil, France sent 200 soldiers to Gabon; but the Government went out of its way to make clear that their job was to pro-tect or evacuate French citizens, not to keep order or pro-tect the Gabonese Government. In response to the sharp deterioration in the economies

of many African countries, President François Mitterrand is expected this week to outline new proposals for easing the debt problems of middle-in-come countries. At the same distance himself from the disastrous image of many Afrieral de Gaulle's time the funccan leaders, by lecturing his African visitors at length on the importance of pluralistic democracy and human rights.

Under the pressure of the street, Ivory Coast, Gabon and Benin have reluctantly conceded the principle of abandoning one-party rule. But President Houphouet-Boigny has been in power for 30 years, President Omar Bongo of Gabon for 23 years, and President Mathieu Kérékou of Benin for 17 years.

ther countries like Mali, Niger and Cameroon are one-party states still, while Zaire's President Mobutu, notorious for corruption and repression, has been in power for 25 years. Local press criticism of the French Government's Africa policies climaxed most spectac-ularly in a recent attack on the personal role of Mr Jean-Christophe Mitterrand, son of the president and his personal rep-

do not deserve such support.
This has been a common resentative in the handling of France's African policy. Under the Fifth Republic, theme of the current chorus of French press criticism. In theory France's ex-colo-nies have been independent for France's policy on Africa has always been a special preserve

successive French governments have appeared to conduct their relations with their ex-colonies on the cosy princi-ples of closed markets, govern-ment influence, and secret

n this conspiratorial rela-tionship, both sides have paid too much for too little: the French have provided too much aid, which has been misused or corruptly diverted; the ex-colonies have paid too much for French exports and French arms contracts. Jean-Christophe Mitterrand — known throughout Africa as. "PapaMaDit" or "Daddy-Said" — for its insinuations that his role in African affairs had not

Centre-piece of this cosy relationship is the franc zone, in which France guarantees a fixed exchange rate of 50 Afri-can CFA francs for one French franc in hard currency. The idealism of such a scheme is that it assumes a common approach to legality and eco-nomic self-discipline in all the beneficiary countries.
In conditions of wholesale

assumption is manifestly unjustified. Instead, the system merely encourages the illegal export of capital by corrupt political leaders.

Earlier this year Prime Min-

ister Michel Rocard took the

economic decline, such an

audacious sten of commission ing a special report on French development policy. The report, by Mr Stephane Hessel, a highly respected professional in the field, has still not been

But newspaper articles and interviews have made clear that he has argued for a clean-up of French policy, with more emphasis on democracy and the rights of man. Word of this report has evidently shaken the dovecots in some African capitals.

Mr Michel Aurillac, Development Minister in the 1986-88 government of Mr Jacques Chirac, is unrepentant of France's

commitment to Africa. He believes that Africa, left to itself, faces economic despair, with the prospect of anarchy or mass emigration. Europe has therefore no option

He may be right. For the moment, however, France seems to be stranded between the expensive and ineffective quasi-colonialist policy of the past, and a new arms-length, politically-enlightened develop-ment policy which might have a chance of enduring in the

Italy acts

on illegal

immigrants

THE Italian Government is to

introduce visa requirements from July 1 for visitors from

the Maghreb countries and from Turkey in an attempt to

clamp down on illegal immi-

gration.
The move is part of Italy's first broadly-based approach to managing immigrant flows in the wake of rising public concern at the estimated 900,000 non-European Community citizens thought to be temporarily or permanently resident in the country.

country.

Rome has also been under

pressure from its EC partners to tighten its border controls if

it wishes to be part of an

NEWS IN BRIEF

IMF urges austerity to cut Greek deficit

THE International Monetary Fund has called for stricter measures to trim Greece's record public sector deficit to manageable proportions over the next three years, Kerin Hope writes

A supplementary IMF report on the Greek economy, which took into account a recent freeze on wage increases, a rise in value added tax and price increases for transport, utilities and luxury goods, was made public at the weekend.

The report said the conservative government's economic poli-cies "constitute important progress in the direction of fiscal rehabilitation" but noted that spending cuts were "relatively

mild" and would be hard to carry out. "Further fiscal reform will have to place emphasis on reducing spending, widening the tax base and curbing tax evasion." the

Yugoslav production declines

Yugoslavia reported a record 15.6 per cent drop in industrial production in May, only two weeks before a second economic reform package is to be announced, writes Laura Silver in Bel-

An overall 10 per cent drop was recorded for the first five months of this year, compared with the same period last year. The second stage of economic reform will be aimed at stimulating investment by lifting the freeze on wages and prices in effect

The disappointing industrial production result tarnishes an otherwise successful economic reform programme which has reduced inflation, built up reserves, and introduced the convertibility of the dinar, which is tied to the D-Mark.

Shell in Venezuela talks

The Venezuelan Government is holding negotiations with Royal Dutch/Shell on a \$3bn (£1.77bn) joint venture project to exploit natural gas fields in Venezuela, President Carlos Andrés Pérez has announced, Joseph Mann in Caracas writes.

The project envisions the development of large underwater gas fields lying off Venezuela's eastern coast, as well as construction of a 45km pipeline, a gas liquefaction plant and other facilities. Venezuelan oil industry planners expect to sell the gas, in the form of liquefied natural gas, to clients in the US.

Guyana devalues by 26%

Guyana has devalued its currency by 26 per cent and will deregulate parts of the state-run economy to meet conditions for loans from the International Monetary Fund and other multilateral

institutions, writes Canute James from Kingston.

Mr Carl Greenidge, the Finance Minister, said the new rate for the Guyana dollar would be 45 to the US dollar. This is the second change in parity in the past 14 months. In April last year the currency was devalued by 70 per cent.

Vietnam cracks down on collaboration Vietnam, tightening its security net against what it calls an imperialist threat, has discovered 30 local companies operating illegal joint ventures with foreign companies and 200 foreigners entering the country illegally, Reuter reports from Providely

Moi ends multi-party debate

President Daniel arap Moi of Kenya has ordered an end to a three-month debate on the merits of a multi-party democracy, saying the country was firmly behind him and the sole legal party, Kanu, writes Julian Ozanne in Nairobi.

Algeria's neighbours worry about Islamic militants

THE VICTORY of the Islamic Salvation Front (FIS) in Algeria's local elections last week was unwelcome news for Tunisia's President, Mr Zime El Abidine Ben Ali, and King

Hassan of Morocco. Their apprehensions about the future course of domestic politics in North Africa's largest country are shared in Paris, Rome and Madrid.

France has several million immigrants of North African origin - over half from Algeria - while Italy and Spain have to contend with immigrants from southern

Mediterranean shores. Whatever the future holds for 23m Algerians - and the more educated women are deeply unhappy about the poil result after verbal and physical violence on the part of Islamic militants — the June 13 election marks a date in the history of the Maghreb.

For the first time since

Lurmo,

s Dampaj

Algeria, Morocco and Tunisia gained independence between 1956 and 1962, elections in which voters had a real and free choice have taken place. For President Chadli Bend-jedid's neighbours, the fact that the arty which has held a monopoly of power in Algeria since 1962, the Front de Libération National, has accepted the verdict of the polls and surren-dered control of a majority of

The Tunisian leader faces a dilemma. He came to power in November 1987 because the increasingly dictatorial and erratic behaviour of his ageing predecessor, Mr Habib Bourguiba, had led to daily street battles in Tunis.

provincial towns and councils to the FIS will increase the

pressure for fairer and freer

Although he has breathed fresh air into Tunisian politics and promoted a more liberal economic policy, Mr Ben Ali is adamant in his refusal to grant legal recognition to the En Nahda (The Awakening) fundamentalist movement.

The movement polled a quarter of the vote in many towns where it presented indepen-dent candidates in last year's

general election.

But Mr Ben Ali is withholding legal recognition on the grounds that no party must be beholden to a religion or a region in the country. He argues that moves towards greater democracy must come step by step and be accompanied by a higher standard of living and education.

ing and education.
Yet his advisers could spare
the president the spectacle of
local elections, as took place
eight days ago, which are boycotted by all opposition parties
and in which the ruling party
wins virtually all the seats.
The leader of the Tunisian
fundamentalists, Mr Rachid
Ghannouchi, undoubtedly
draws comfort from the Alge-

feels he can bide his time.

Reforming the Tunisian economy is slow and painful, even though the country is better managed than Morocco and Algeria. But reforms are not helped by the net outflow of hard currency which results from debt represent and from debt repayment and Europe's tight purse strings. Nor can Mr Ben Ali or his neighbours hope to find jobs for the growing numbers enter-ing the labour market. King Hassan of Morocco

faces a dilemma of a different nature. So far, the fact that he is the scion of a three-centuries-old dynasty and pro-claimed as a descendant of the prophet Mohammed has allowed him - with the help of a ruthlessly efficient security force - to control the manifes-tations and spread of radical Islamic ideas.

He has been helped by the

fact that Morocco, like Tunisia, retained its identity and the physical fabric of its old cities draws comfort from the Algerian elections and no doubt

intact during French colonial rule. Much of Algerian society was destroyed during the 50 years it took the French army to conquer the country after 1830 and again during the inde-pendence struggle between 1954 and 1962.

In Morocco, however, class differences remain stark and could spell trouble.

Furthermore, the king can

expect little sympathy from FIS leaders, were they to gain control of the Algerian government or presidency, for the links he retains with Israeli

The next few months will be uncomfortable for Algeria's neighbours – in the Maghreb and in Europe. The country is entering uncharted waters.

Whatever happens, whether further gains by the fundamentalists or a reaction against them, Algeria's neighbours can derive little consolation from their inability to influence the



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East and west to co-operate on environment

ists in their country's dissident

movements, did not come to

Dublin with a begging bowl.

"It's very useful to have some

financial assistance, but we

can't rely on this. We have to

The Polish minister

explained that Poland had so

far received about \$25m

(£14.8m) in environmental aid

under the EC's Phare Pro-

gramme, but Mr Kaminski

reckoned that about \$20bn was

needed to restructure the Pol-

ish economy in a more envi-

Instead of cash, the east Europeans asked for help with

training, information and tech-

nology. "We are just starting to

democratic reforms continue in

The Commission will also

publish a code of conduct on environmental standards in

plants built by west European companies in the east, includ-ing the Soviet Union, thereby

ensuring that the west does not take advantage of eastern

Europe's primitive environ-

mental regulations.
But the ministers from the

newly liberalising eastern bloc

stressed that the really big

environmental improvements

will come from shifting their

economies away from the Stal-

inist obsession with energy-in-

tensive heavy industry. Mr Kaminski said Poland

needed to close about 100 pol-luting enterprises and appealed for western help in privatising

the country's energy industry. Mr Steinberg explained that

East Germany planned to cut

its energy consumption by at least 1.5 per cent a year over the next 10 years.

ronmentally benign way.

Czech minister.

the latter).

solve our problems ourselves,"

said Mr Vavrousek.

By David Thomas in Dublin

EAST European countries. including the Soviet Union, will participate in the European Environment Agency, the body being established by the European Community in the face of the environmental concern sweeping the continent

This decision - which will result in the first formal Soviet participation in an EC institu-tion - was one of the few tangible outcomes of a day-long conference between EC environment ministers and their east European counterparts this weekend in Dublin.

But the ministers unanimously hailed the Dublin conference, the first of its kind, for allowing western Europe a direct account of the east European environmental disaster. "Brutally frank" (Mr David Trippier, UK Environment Minister) and "far beyond our expectations" (Mr Carlo Ripa di Meana, EC Environment Commissioner) were just two comments on the reports made by East European ministers.

O Life expectancy in Czechoslovakia is four to five years lower than in western Europe, and in places 10 years lower, thanks to industrial pollution, Mr Josef Vavrousek, the Czech minister said. Some 70 per cent of the country's trees are affected by pollution, while only about a third of its sewerage is adequately treated.

O Large quantities of toxic

waste have been poured untreated into about 15,000 waste dumps, many of them illegal, said Mr Carl Steinberg, the East German minister. Some 55 per cent of East German forests are damaged and more than 40 per cent of waste water is untreated.

"The most polluted part of Europe," was how Mr Bronis-law Kaminski, the Polish minister, described the industrial belt of Silesia. About threequarters of Polish forests are threatened by acid rain, while a third of Polish rivers are

unfit for any use.

Cynics might dismiss this catalogue of woe as an east European attempt to extract clean-up aid from the west. Yet the east European ministers. many previously green activ-

US changes position on fund to cut use of CFCs

changed policy and dropped its opposition to a new international fund to help developing nations reduce their use of chemicals which erode the aging radiation from the sun. nte between \$20m and \$25m to a fund of at least \$100m

The US decision was made on the eve of this week's London conference which is expected to reach agreement on the creation of the fund to assist in the phasing out of such chemicals, chlorofluorocar-

chemicals, chlorofluorocar-bons (CFCs).

The policy reversal followed intense lobbying by foreign governments, including a letter to President George Bash urging reconsideration from Mrs Margaret Thatcher, by US companies fearing retaliation by countries participating in the fund, and by American environmentalists, including build up an environmental pro-tection system," explained the Linking east Europe into the new European Environment Agency - which is likely to be in Copenhagen or Madrid will help to upgrade environmental data in the region. The EC is also planning to spread environmental training and technology by spreading the Phare programme to Bulgaria, Czechoslovakia, East Germany, Yugoslavia and Romania (if

mental Protection Agency.
Until now the administration has opposed setting up a new fund rather than providing the same amount of aid through the existing resources of multilateral institutions such as the World Bank.

The creation of the fund, to be run by the World Bank, has

In announcing the shift in position, the White House said it would back the fund only on the condition it was not a pre-cedent and in view of the "unique circumstances" that make it necessary.

The House of Representatives has already authorised \$30m to help developing coun-

By Peter Riddell

THE Bush administration has ozone layer above the earth and allow through more dam-

The US is likely to contrib-(£59m), though if China and India participate the fund could grow to more than

environmentalists, including Mr William Reilly, the head of the administration's Environ-

and India are to be won round to backing a treaty requiring a big reduction, and ultimate elimination, of CFCs. This is essential if action to preserve the ozone layer is to be effec-tive. The US and most other countries now support a total phasing out of CFCs by the year 2000.

Baker the deal-maker leans on Shamir

The US Secretary of State is a manager after George Bush's heart, writes Peter Riddell

THERE was nothing spontaneous or accidental about last week's outburst of frustration by Mr James Baker, the US Secretary of State, against the new Shamir Government's preconditions for Middle East peace talks -"when you're serious about peace, call us." It was a carefully calculated move designed to put pressure on Israel. Not only did the remarks underline the gap between the US and Israeli leaderships, but they also highlighted Mr Baker's style of

Baker, close friend of Bush for 32 years

become increasingly important as the German question has moved to the centre of the political stage. It first developed last April and May when the IIS was faced with a split in Nato over the modernisation of short-range nuclear weapons based primarily in West Germany. In the manoeuvring before the Nato summit in Brussels in May 1989, Mr Baker and Mr Genscher began to appreciate each other as fellow

deal-makers. The relationship – matched by the one between Mr Bush and Chancellor Helmut Kohl -was crucial in the creation last over the external aspects of German unification. By bringing both the Germanys and the four wartime allies (the US, the Soviet Union. Britain and France) together, it not only helped to prevent the isolation of Moscow but also stopped serious divisions in the west.

After an initial wary period. Mr Baker led the administration push last September and October to reach closer relations with the Soviet Union, to seek what he has called "points of mutual advantage" in particular to tie down a wide range of arms control agreements. Mr Bush and Mr Baker have seen Mr Mikhail Gorbachev - in Mrs Margaret Thatcher's phrase - as some-one they can do business with.

This has led to a style of negotiations whereby, before each meeting. Mr Baker's advisers - notably Mr Robert Zoellick and Mr Dennis Ross prepare proposais. Most recently, there was the nine-point plan of reassurance to the Soviet Union that a unified Germany within Nato would

not threaten its interests. This deal-making approach has obvious advantages at a time of rapid change, notably flexibility. The close Washing ton/Bonn axis has scored a ing German unification from causing big divisions within

Europe.
But there are disadvantages The concentration on particular partners in deals can leave other allies feeling left out. Moreover, it is not only conservative Republicans who feel

Israeli officials insisted yesterday that a new rightwing government would work for Middle East peace but declined to say what alternatives it would offer to a US proposal for talks with Palestinians in Cairo, Router

reports from Cairo.

Cabinet ministers said the government had not discussed new steps to quell a 30-month-old Palestinian

uprising in the occupied West Bank and Gaza Strip. Cabinet Secretary Eli-yakim Rubinstein denied that he had rejected James Baker's formula for the

Cairo talks. The officials played down a US proposal for the talks on preparing Israeli-sponsored Palestinian elections in the occupied territories.

that Mr Bush and Mr Baker are pinning US policy too much on Mr Gorbachev, and that the administration has slipped up in privately bad-mouthing Mr Boris Yeltsin.

Mr Baker may have travelled widely but he tends to concentrate on pressing problems (Germany and the Soviet Union now, or central America in the first half of last year), leaving other issues to one side. For instance, his own staff concede that insufficient attention has been paid to strengthening US links with Pacific Rim countries.

Mr Baker visited Australia last year to back the Asia Pacific Economic Co-operation

Intilative, but there has been little high-level political fol-low-up. Mr Baker's meeting last Friday in San Francisco with Mr Taro Nakayama, the Japanese Foreign Minister, was unusual and reflected the seriousness of the stalemate in current trade talks.

While Mr Baker has not visited the Middle East, apart from a brief stopover in Oman, he has spent a lot of time on the telephone, and in meetings in the US, with both Israeli and Arab leaders His evident frustration with the new government in Israel reflects a feeling, fully shared by Mr Bush that Mr Shamir is not a man with whom they can do business. The president, in particular, believes that Mr Shamir is devious and has misled him about settlements in the occu-

pied territories. The Bush administration, which has faced considerable cruicism over its 18-month dialogue with the Palestine Laberation Organisation, is also furious that the PLO's leadership has not done more to condemn and discipline the perpetrators of the abortive terrorist attack on an Israeli beach two weeks

Nevertheless, the US is not about to walk away from the issue. Mr Baker's remarks were carefully calculated to attract attention, to job both sides. He may feel annoyed, but he knows that the US, as the surviving superpower, is inescapably involved in the Middle East, as in the world's other problem areas.

Native Canadians stall approval of Meech Lake deal

THE tenacious tactics of the only aboriginal member of the Manitoba legislature have succeeded in stalling approval of Canada's Meech Lake constitutional package, while unleashing the most vigorous protests in years by the native community against political discrimination, Bernard Simon writes

He is, above all, a deal-maker

described by supporters and

critics alike as a superb politi-

cal tactician, an ultra-pragma-

tist, a brilliant handler of Con-

gress and the press. The New

Yorker recently quoted him as

saying "I'm more interested in

Mr Baker fits perfectly into

the managerial pattern set by President George Bush, his close friend of 32 years, whom

he has described as being like

an older brother. Their focus is

on problem-solving, epitomised

by Mr Bush's personal, "dial-a-friend" approach with its suc-

cession of telephone calls to other world leaders.

Baker has visited 31 countries.

seeing Mr Eduard Shevard-

nadze, his Soviet opposite num-ber, almost monthly since last

summer. Contacts with Mr

Hans-Dietrich Genscher, the

West German foreign minister.

have been even more frequent.

The Baker/Genscher axis has

In his 18 months in office Mr

the game than in philosophy.

from Toronto. Mr Elijah Harper, a former Cree Indian chief from northern Manitoba, has raised one procedural objection after another over the past week to prevent the Manitoba government from starting public hearings on the Meech

The hearings were promised 10 days ago to assuage public opinion after pro-vincial premier Mr Gary Filmon backed away from his earlier opposition to

Meech Lake and pledged to push for ratification ahead of the June 23 dead-

Mr Harper's protests have brought to the surface a deep resentment among leaders of Canada's 500,000 Indians and Inuit (Eskimos) at their exclusion from

the constitutional reform process.

The protest has also given a useful stick to Canada's opposition parties divided among themselves on Meech Lake - with which to beat prime minister Brian Mulroney over his strategy of waiting until the 11th hour to negotiate a way out of the constitutional

The rotunda of the Manitoba legislature in Winnipeg was taken over last week by several hundred native protesters singing and dancing to the beat of

tom-toms. In a further effort to stymie the public hearings, about 1,500 natives have asked to present evidence. Aborig-inal leaders in other parts of Canada

have endorsed Mr Harper's stand. The natives' chief objection is Meech Lake's recognition of the "distinct" identity of Quebec and the accord's description of the "fundamental charof Canada in terms of French and English-speaking people, without any nod towards the country's earliest inhabitants.

Four constitutional conferences since 1982 have failed to resolve the grievances of the Indian and Inuit communities, notably their demand for a greater degree of self-government. However, an agreement reached in Ottawa 10 days ago provides for further conferences to

be held at least once every three years until these issues are settled.

As a result of Mr Harper's stalling tactics, the Manitoba public hearings are not expected to start until Wednes-day, only three days short of the deadline for all 10 provinces to ratify Meech Lake.

The only other legislature yet to put its stamp on the accord. Newtoundland, is due to vote on either Thursday or Friday. Members of the province's House of Assembly have been freed from party discipline for the vote. The result is uncertain, but recent polls indicate that, despite misgivings on the contents of the accord, most Newfoundlanders favour passing it rather than risk encouraging a breakaway by



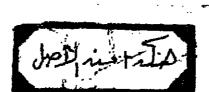
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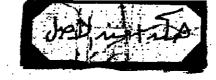
TV sets employing this combined perfection are already in homes throughout Great Britain,

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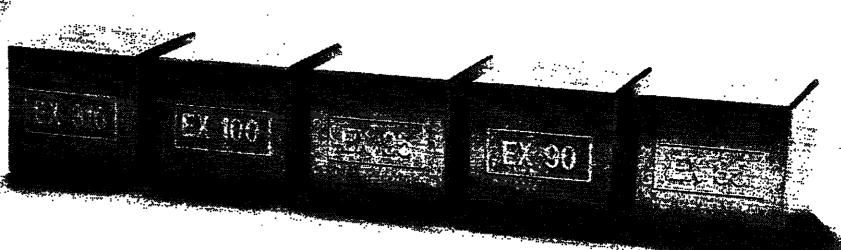




"WERE COMMITTED," WE SAID.

"PROVEIT,"
YOU SAID.





Well for a start, we've just added two new top-end mainframes to the growing list of advantages from Hitachi Data Systems. The new EX models 310 and 420 bring as much as a 70% increase in the performance range over our current top model, the EX100. They're a natural extension to the already broad EX line, designed for easy upgradability in step with the growth of your business.

Many of our customers weren't entirely surprised. One year ago, when we became Hitachi Data Systems, we committed to maintain our record for superior reliability while building additional advantages into our product lines. Most people just didn't expect such a big advantage.

This last year we also introduced two top-end intermediaterange computers to increase our customers' growth alternatives and performance options. We added significant improvements to our direct access storage systems, even though they were already recognized as the world's most reliable. Our parent company, Hitachi, Ltd., committed \$2.8 billion to R&D, mostly computer-related, and reinvested all of our earnings into growing our business.

The results of our commitment so far? We gained more than 200 new customers, increased our worldwide staff by 15% and enjoyed a revenue increase of 30%.

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Hitachi Data Systems

COMBAT STRESS

When his ship was torpedoed... so was his future peace of mind

6

Leading Seaman R....t H......n served right through the war. He was torpedoed in the Atlantic and suffered from exposure. He served in Landing craft, and his home received a direct hit from a bomb while he was there on leave In 1945 his mind could take no more, and

he spent the next 25 years in and out of mental hospitals. He now lives with us. Sailors, Soldiers and Airmen still risk mental breakdown in serving their country. However brave they may be, the strains are

We care for these gallant men and women To help them, we must have funds. Please send a donation and, perhaps, remember us with a legacy. The debt is owed by all of us.

"They've given more than they couldplease give as much as you can

EX-SERVICES MENTAL WELFARE SOCIETY Please lind enclosed my donation for £50/£20/£10/£5/£.

or change my Accessives card No Please send me further details about the Ex-Services Mental Welfare Society. Name (BLOCK LETTERS) . ..

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Nigel Bicknell on 071-873 3447

FINANCIAL TIMES

Brazil backs Peru export project

INTERNATIONAL NEWS

US yard

sets sights

ship order

AVONDALE Industries, a New

struct the Phoenix World City.

which would be the largest

recent Japanese advice, and

shows how busy foreign yards

are with a surge in orders after a decade-long decline. The announcement opened

man and Far East supporting markets, it has become diffi-cult to get those yards to respond with a firm bid in a reasonable time," said Mr John Rogers, chief executive of

"Our intention is to work

Avondale for some of its bid preparation costs but the lat-ter might face competition

from foreign yards for the con-

truction contract.

The US company, small by world standards, reported net profits of \$1.8m last year.

MR Mikhail Gorbachev, the Soviet leader, will visit Japan for the first time early next year, Mr Toshiki Kaifu, the Japanese Prime Minister announced yesterday, Stefan Wagstyl writes from Tokyo.
Mr Kaifu told a conference

Mr Kaifu told a conference

of the ruling Liberal Demo-cratic Party that he had received a letter confirming

the visit from Mr Gorbachev. The visit will raise hopes in Japan that the Soviet leader

may settle the dispute over

four islands north of Japan

which the Soviet Union seized

in the last days of the Second

World War and which Japan insists should be returned. The

issue has poisoned relations

between the two countries

However, a senior Gorba

the issue to be discussed.

Gorbachev to

visit Japan

COMBAT

STRESS

Northern Bank Ltd 15 Nyirredit Mortage Bank 15½ Provincial Bank PLC 16

Rochergie G'rantee Royal Bk of Scotland Royal Trust Bank © Smith & Willman Sets. ...

Standard Chartered

BAHAMAS

The Financial Times proposes to publish this survey on:

10 July 1990

For a full editorial synopsis and dvertisement details, please contains

United Mizzabi Bank Unity Trest Bank Pic

passenger ship in the world.

on cruise

By Roderick Oram

in New York

BANCO de Brasil is funding a \$63m (£37.27m) complementary credit to allow completion of the first stage of Peru's ambitious Chavimochic Irrigation

According to a senior manager at Norberto Odebrecht, the Brazilian company respon-sible for the bulk of the site's Orleans based ship builder, is to prepare a firm offer to conengineering, the "political deci-sion" has been taken to top up a 250,000-ton cruise liner \$157.5m already lent by Banco de Brasil.

The additional funds will If Avondale constructs the ship at its yard up the Missisbuild two more agri-industrial plants to process asparagus sippi River from New Orleans, and tomato paste for export to Japan and the North American it will be the first large passenger vessel built in the US markets, as well as a small for more than 30 years. Like the handful of other US yards hydro-electric power station to guarantee energy supply to the remaining, it relies heavily on industries.

work for the US Navy.

Avondale's proposal to bid reflects new-found competitiveness, with the help of The Chavimochic project, which will eventually cost \$1.2bn. takes its name from the four valleys of Chao, Viru. Moche and Chicama on the central coast about 300 miles north of the capital. The plan is to incorporate 43,000 hect-ares of presently uncultivated land for export-oriented agri-

cultural use. The project, favoured by outgoing President Alan Garcia and largely funded by the cash-starved Peruvian Treasury, has suffered a series of financing setbacks, although the bulk of the biggest irriga-tion channels and tunnels are ready to operate later this

The first tomato processing plant will begin production in November. Mitsubishi, Sumitomo and

Chori, Japanese trading companies, have said they would purchase all the tomato paste produced. Odebrecht managers believe the first processing plant alone should earn Peru

\$20m a year in exports, and the next two another \$45m. Mr Alberto Fujimori, Peru's

president elect, has already committed himself to continuing the Chavimochic project. His ability to survive the first few months of certain economic crisis after he takes over on July 28 will depend in part on achieving a rapid increase in Peruvian exports, hard hit by present government exchange rate policies.

Mr Fujimori also announced within days of his June 10 elec-toral victory over Mr Mario Vargas Llosa, a free-market champion, that his Government would put development rights to the huge Camisea gas field up for international tender. The field has recoverable reserves estimated at 10,800bn cu ft. doubling Peru's present

total energy reserves. Royal Dutch Shell had spent

\$200m on exploration and test drilling at two Camisea sites in Peru's central jungle before the state company Petroperu terminated their contract in late 1988. The company says it is keen to put together a consor tium to raise the \$1.3bn needed to construct the world's high-est pipeline. This unprecedented engineering feat - running a double pipeline for gas

Meanwhile. Shell is advising Mr Fujimori's improvised team on current mining and energy legislation in nearby Latin American countries.

and liquid hydrocarbons over

the Andes - would take five

Mr Fujimori seems to accept the pressing need for changes in Peru's legislation governing foreign investment, and several international companies are cautiously optimistic over the possibilities.

Czechs pick partners to modernise telecoms

By Roderick Oram

THE Czech Government has chosen Bell Atlantic and US West, two US telecommunication tions companies, to partner n in establishing a cellular telephone service and modernising the country's existing phone

The two US groups will form a joint venture with the Czech Ministry of Posts and Telecom. munications and will take a combined 49 per cent interest Construction of the cellular system is scheduled to begin in this year's third quarter, with service starting in the middle of next year

US West is already working on a cellular network for Hun-gary. Mr Steven Andrews, president of the company's international arm, said that the systems in the two countries would give "us a firm base from which to build a wireless network serving eastern European customer:

Typical of the inadequate phone systems in eastern Europe, Czechoslovakia's curwhich has yet to be named. rent network has only 2.2m

lines for 15.5m people.

The Czech deal was the secand foreign contract Bell Atlantic has landed in a matter of days Last week, the New Zealand Government chose it and its partner, Ameritech. another US regional phone company, to buy New Zealand Telecoms from it.

With foreign investment

leading to greater European

self-sufficiency, the case for restricting Jessi membership

to European owned companies

Mr Raimondo Paletto, Jessi's

president, says future partici-pation by European-based US

and Japanese companies is not out of the question. "Jessi is funded by European compa-

nies, governments and the EC. But it's not a fortress. If for-

eign companies make a strong

commitment to research in Europe, have their factories in

Europe and if those factories

face the same conditions that

European companies face. ! think it would be right for the Jessi board to consider allow-

ing those companies to partici-

pate." he says.

Privately, however, Jessi officials make it clear that only

International Business

Machines of the US currently

meets Mr Paletto's require-

asked IBM to submit proposals for its participation. The exclu-

sion of European-owned com-

panies from Sematech, a paral-lel US industry project, and

from Japanese research pro-

grammes, is likely to be used as a pretext to prevent other

foreign companies from partici-

pating in Jessi.
But European-owned chip-

makers' desire to keep Jessi to

themselves has not stopped

The Jessi board has already

locks less tenable.

Semiconductor venture tosses down gauntlet

By Louise Kehoe in San Francisco

the latest chapter in the saga of the proposed \$1bn (£590m) ship, which Mr Knut Kloster, TWO INDUSTRY mavericks the Norwegian cruise ship magnate, has tried for more one Japanese, the other American - have formed an indepenthan five years to get off the drawing board. In July 1988 a consortium of dent joint venture to design and develop high-density memory chips, including a next-generation 16-megabit dynamic four West German yards beat Japanese competitors to sign a Japanese compensors to sign a letter of agreement to build the ship for World City Corporation, the subsidiary Mr Kloster set up for the project.

The agreement foundered.

"With the uptick in the German and Far East shipbuilding random access memory

(D-Ram). The venture between NMB Semiconductor of Japan and Ramtron of the US rep-resents a unique international challenge to established indus-

Ramtron, based in Colorado Springs, is a subsidiary of an Australian holding company. Ramtron has designed two generations of commercially suc-cessful memory chips for

The six-year-old company aims soon, however, to make its own mark in the semicon-ductor market with a new type of memory chip called a ferroelectric random access memory (F-Ram) chip which it claims will have significant advantages over today's memory out world wide. chip technology.
NMBS, majority-owned by Minebea, the Japanese ball-bearing manufacturer, has

automated memory chip manufacturing technology. In January NMBS signed an agreement with Intel, one of the leading US semiconductor manufacturers, giving Intel exclusive rights to market

will serve as a research, design and development resource for both Ramtron and NMBS. NMBS will own 55 per cent and quickly established an interna-tional reputation for its highly Ramtron the remainder. The new company, headquartered in Colorado Springs.

> July 1. The company will at first employ 25 staff, all former NMBS and Ramtron personnel.

The joint venture company,

due to begin operations on

European chip makers limber up for battle

NMBS's total production out-

Sales are strong but bigger market share is proving elusive, writes Michael Skapinker with and encourage Avondale to bring in a low-cost bid." World City will compensate

ENEVA was a city of peace. Mr Philippe Geyres, head of strategic planning at SGS-Thomson (ST), the Italian-French semiconductor company, told an industry conference there ear-lier this month. He, however, was there to speak about war - war against the Japanese in

microchips.
Europe had "the muscle to fight it out even in the bloodiest of battlefields and win est of participated and win against even the most deter-mined samurai," he said. Europe was ready to fight a clean war. It was up to Japan to avoid "nuclear weapons like dumping and chemical bombs like trade barriers."

Although many European semiconductor executives wince at Mr Geyres' bellicose rhetoric, they share his fighting spirit - and his insistence that Europe's technological survival hinges on the fate of their companies.

However, their eagerness to wrap themselves in the European flag raises a series of questions. Who really represents the European semicon-ductor industry; all the companies which manufacture chips in Europe and employ European Community nationals, or the handful which happen to be European-owned?

chev aide said territorial prob-lems inside the Soviet Union Equally, does it make sense for heavily-subsidised research might make it impossible for programmes, notably the \$4bn

(£2.36bn) Joint European Sub-micron Silicon initiative (Jessi), to be limited to compa-nies headquartered in Europe? And what purpose has been served by the extensive EC trade protection granted to Europe's semiconductor

After years of languishing in the doldrums, Europe's chip market is suddenly booming. Last year it grew by 22 per cent, faster than the US or Japan, according to the Dataquest consultancy which organised the Geneva confer-

But although sales by the three largest European-owned chipmakers – Philips of The Netherlands, Siemens of West Germany and ST – have performed strongly, they still account for a mere 27 per cent of the Furnament market of the European market. Furthermore, the three com-

panies have made precious lit-tle money from the business, and certainly not enough to fund the investments needed to stay competitive. The statelast year after previously mak-ing losses. Philips, the only European-owned semiconduc-tor company in the world's top 10, has recently lost so much money on chipmaking that some analysts doubt it can

stay in the business.
The companies, however, insist semiconductors are of such industrial importance that unless Europe retains its capacity in advanced chip techelectronics sector will shrivel

Europe has two leading consumer electronics groups in Philips and Thomson of France, and is also strong in telecommunications. However, it is weak in computing, which

THE EUROPEAN MARKET

accounts for 45.5 per cent of semiconductor purchases

Of Europe's computer manufacturers only two, ICL of the UK and Olivetti of Italy, are profitable. Nixdorf of West Germany has been taken over by Siemens after making large losses. Norsk Data of Norway is in the red and Groupe Bull

of France made a net loss last

Furthermore, most of these companies pay little more than lip service to the importance of naintaining a European-owned chip industry Mr Sadru Nanji, components

purchasing manager at ICL, says he is more interested in high-quality, low-cost products delivered on time than in the nationality of the company which made them. The European-owned com-

puter companies objected to an agreement reached earlier this vear between the European Commission and 11 Japanese chip manufacturers, establish-ing a floor price for dynamic random access memories (D-Rams). They also resent the 14 per cent EC tariff on imported semiconductors, a form of protection not enjoyed, they point out, by chip compa-nies in the US and Japan.

Ironically, this protection may well hurt European-owned chipmakers more than it helps them. Fear of trade barriers around the European market has prompted a flood of US and scale local production facili-

Mr Bipin Parmar, director of European components at Datast, says the foreign investors would have come to Europe anyway and that their prime motivation is to improve service to local customers. But whatever the reason, no one doubts the new plants will make the going even harder for the European-owned manufac-

In addition to companies like Motorola, which has a well established European presence, Fujitsu is to establish a new plant in Britain, Hitachi and Mitsubishi in West Germany, Texas Instruments in Italy, and

Intel in Ireland.

Many of the foreign-owned companies insist they are just as European as Philips, Sie-mens or SGS-Thomson.

Mr Barry Waite, British-born general manager of Motorola's European semiconductor group, says: "We design our products here, we build our products here. Of our top management team, only one is US-

"The manager of our Scot-tish facility was born in Edin-burgh. The managers of our Toulouse and Bordeaux facilides were born in France. Our four design managers in Europe were born in Germany, Switzerland, the UK and

France."
Mr Parmar expects the new plants to result in Europe sup-plying 80 per cent of its semi-conductor needs by 1994, comnared to 56 per cent today.

them forging alliances with their US and Japanese competiiemens has chosen IBM as its partner for research into 64-megabit D-Rams which are expected to be available in the mid-1990s. Previously, Siemens turned to Toshiba of Japan to help it develop 1-megabit D-Rams.

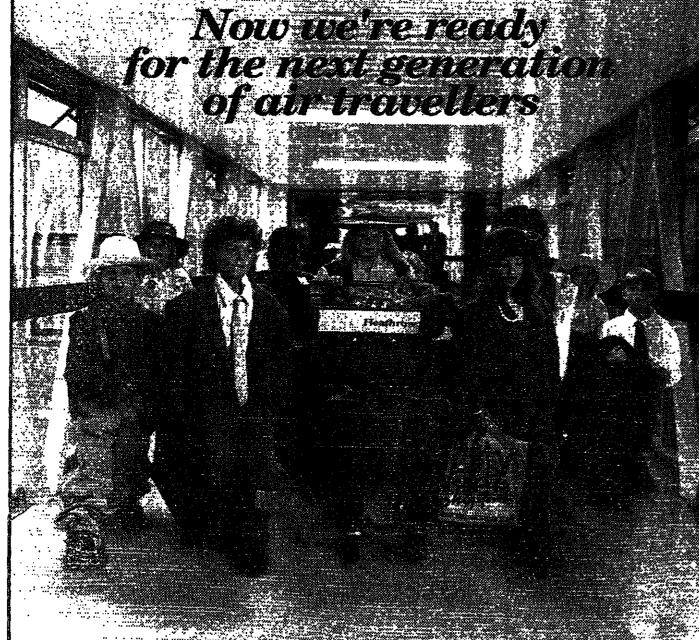
Mr Parmar points out that such alliances are increasingly becoming a worldwide trend as companies seek to share costs and gain access to new semiconductor technology. Texas instruments, for example, has joined forces with Hitachi, Intel with Matsushita and Motorola with Toshiba. Nevertheless, some of the

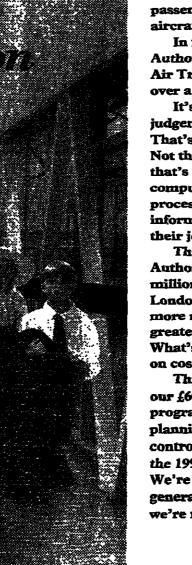
Europeans appear to hope that the foreigners might not come to Europe after all. Mr Albert Maringer, director of strategic planning at Sie-mens Semiconductor, says Jap-anese companies should reconsider their plans. They have over-optimistic expectations of the single European market, he says. The market is not going

grow as quickly as some of them think Whether the Japanese manu-facturers take Mr Maringer's advice remains to be seen

WORLD ECONOMIC INDICATORS UNEMPLOYMENT

	-		
May 90	Apr 90	Mar 90	May 89
1.823			1,545
7.6			7.6
6.653			6,419
			5.2
			1,802
5.5	5.7	5.8	6.3
Apr 90	Feb 90	Jan 90	Apr 89
			1,500
			2.4
			2,412
9.3	9.4	9.4	9.5
Mar 90	Feb 90	lan 90	Mar 89
			3,952
			11.0
			4 <u>2</u> 1
7.8	8.1	8.3	96
	1,823 7.0 6.653 5.3 1.578 5.5 Apr 90 1,410 2.2 2,519 9.3 Mar 90 3,960 11.1	1,823 1,915 7.0 7.3 6,653 6,770 5.3 5.4 1,578 1,626 5.5 5.7 Apr 90 Feb 90 1,410 1,410 2.2 2.2 2,519 2,552 9.3 9.4 Mar 90 Feb 90 3,960 3,950 11,1 336 399	1,823 1,915 2.013 7.0 7.3 7.7 6,653 6,770 6,495 5.3 5,4 5.2 1,578 1,626 1,647 5.5 5.7 5.8 Apr 90 Feb 90 Jen 90 1,410 1,410 1,420 2.2 2.2 2.3 2,519 2,552 2,601 9.3 9.4 9.4 Mar 90 Feb 90 Jan 90 3,960 3,850 3,850 11,1 11,1 336 399 414





The ever-growing number of air passengers puts more and more aircraft in the sky.

In fact the Civil Aviation Authority's controllers at the London Air Traffic Control Centre handle well over a million flights a year. It's a job that calls for skill and

judgement. And a lot of information. That's where the computers come in. Not that they manage the air traffic that's the job of the controllers, But computers rapidly and reliably process, store and present the information controllers need to do their iob even better.

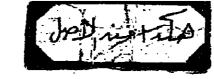
That's why the Civil Aviation Authority has just installed a new £22 million computer system at the London Centre. It's more efficient, more reliable, more flexible and has greater capacity than the old one. What's more we brought it into service on cost and slightly ahead of schedule.

This is a good omen for the rest of our £600 million investment programme. For that's what we're planning to spend on new air traffic control equipment and systems during

We're already assisting the present generation of air travellers - and now we're ready for the next.



CAA House 45-59 Kingsway London WC2B 6TE



FINANCIAL TIMES MONDAY JUNE 18 1990

ABC Company plc.

BALANCE SHEET AT 31 DECEMBER 1989

Article	Notes	£ million 1989
Fixed assets Tangible assets Investments	10	165.2 24.4 189.6
Current assets Stocks Debtors Cash at bank and in hand.	12	53.8 100.3 2.0 156.1
Current liabilities Creditors: amounts falling due within one year Net current assets/(liabilities) Total assets less current liabilities		121.6 34.5 224.1
Total assets less current liabilities Creditors: amounts falling due after one year Provisions for liabilities		14 111.5 15 <u>0.4</u> 112.2
Capital and reserves Called up share capital		16 47.4
Approved by the Board March 1990		



If you can't spot which company is about to collapse, it could be your own.



BALANCE SHEET

AT 31 DECEMBER		
	Notes	2 million 1989
		
Gred assets	8	165.2
Fixed assets Tangible assets	9	24.4
Tangible assets		189.6
Current assets Stocks Debtors Cash at bank and in hand	10	53.8 100.3 2.0 156.1
Current liabilities Creditors: amounts falling due within one year	12	121.6 34.5 224.1
Net current assets/(liabilities		
Creditors: amounts falling due after one year Provisions for liabilities		3 111.5 14 <u>0.4</u> 112.2
Capital and reserves Called up share capital Profit and loss account		15 47.4 16 <u>64.8</u> 112.2
Approved by the Board March 1990		



Two identical balance sheets from two apparently identical companies, both facing the same business and financial risks.

Exposures due to volatile interest rates, fluctuations in currency exchange rates and rapid changes in the prices of key commodities such as oil or metals. But while Company ABC has a comprehensive

risk management policy, Company XYZ does not.
So ABC has regular cashflow forecasts of key

exposures and can turn its risks into competitive advantages.

While XYZ simply relies on accounting data and keeps its fingers crossed.

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Which may explain why XYZ is about to go out of business.

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And, of course, we can help you implement our recommendations.

All thanks to our worldwide experience as inventors of Risk Management tools and products.

Not to mention our comprehensive knowledge of local markets gained from our global network, and our substantial daily dealings in forwards, futures, options and swaps.

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Key Data			ļ
In SFr. m	<u>1988</u>	<u> 1989</u>	% Change
Net Revenues Cash Flow Net Income Dividends Total Assets Capital and Reserves Staff	67.3 21.4 15.4 6.0 350.0 87.7 254	756 24.8 17.5 7.2 376.6 97.7 246	12 16 14 20 8 11

he operations conducted by our bank in 1989 were satisfactory, as regards our own results as well as growth in client assets and management performance. The 16% rise in cash flow

has enabled us to further boost provisions, together with capital and reserves, while increasing our dividend which has been raised from SFr. 20 to SFr. 24 per share.

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UK NEWS

Troubled Sketchley will announce rights issue

John Richardson

was in doubt.

said that the final dividend

The new management team, headed by Mr John Richard-

neaded by Mr John Richardson, a former managing director of Bond Corporation (UK) and chief executive of Hutchison Whampoa in Hong Kong, has been visiting Sketchley's

By Nikki Tait

Institutional shareholders are understood to have demanded sweeping changes among the advisers of Sketchley, the dry cleaning and industrial ser-

vices group, in return for sup-porting a "rescue" rights issue. The call for cash will be announced today with the company's results for the year to end March, which are expected to show a significant pre-tax loss, probably in the order of 22m to 23m.

This is in sharp contrast to the profit of about £6m which Sketchley forecast in March, when it was on the receiving end of a hostile bid from Godfrey Davis, the car dealing and isundry concern.

poorly with a £17.3m profit reported for the previous year, and caused Godfrey Davis to abandon its offer. Sketchley later faced a sec-

That forecast itself compared

ond hostile offer, from Com-pass, the contract catering and services group. This was also defeated after Sketchley announced a change of man-agement and the bidder declined to raise its initial

Last month, the dry cleaning group jettisoned three more directors, warned that 1989/90 figures would fall "materially short" of the £6m forecast, and

have tendered its resignation rejuctantly, and is being replaced by Samuel Montagu Hoare Govett. Sketchley's stockbroker, is handing over to

Panmure Gordon. Mr John Gillum, the former merchant banker who was a non-executive director when the forecast was made but stepped up to become chairman when the former manage-ment departed, is also likely to depart at some stage, possibly at the next annual general meeting. Mr Gillum could not be reached for comment yester-

According to one source, the company has also been in discussions with its bankers and a rights issue was required to shore up the deteriorating bal-ance sheet. Gearing at the 1989 year-end already stood at

around 115 per cent.

The rights issue is likely to be made at a deep discount to

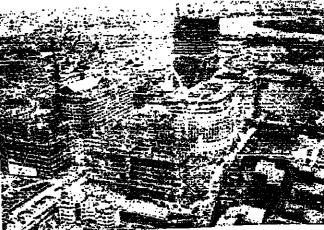
be made at a deep discount to Sketchley's share price, with no underwriting required.

The sequence of bad news has caused Sketchley's share price to slump badly.

By the close on Friday, the shares were trading at 203p, down 15p, compared with the initial 365p value of the Godfrey Davis cash-and-shares offer and the 269p-a-share all-paper bid from Compass. institutional investors.

The investors are believed to have pressed for the departures of all those connected with the earlier profit forecast, which is already the subject of

which is already the subject of a Takeover Panel inquiry. N.M. Rothschild, the mer-chant bank, is understood to The Sharp IQ leads the field in electronic



Half of London's biggest building projects face delay

By Andrew Taylor, Construction Correspondent

ALMOST half of London's biggest construction projects are seriously delayed, some by as much two years, according to a survey conducted by Johnson Jackson Jeff project con-

sultants. The survey carried out on behalf of New Builder magazine showed that 42 out of more than 90 central London office schemes of more than 100,000 sq ft are running late. These include new headquar

ters for Nomura, the Japanese securities house in the City of London which the consultants say is running 24 months late; the second phase of Victoria Plaza above Victoria station. and parts of the Broadgate and Canary Wharf office schemes. Other jobs currently running

late but not in the survey include: the construction of two new grandstands at Lords cricket ground and new head-quarters for the BBC on the city of the former White City. quarters for the BBC on the site of the former White City sports stadium in West London which is also over budget. Offices being built for British MPs at Westminster are run-ning almost 12 months being spectule. A report by a parlia-

schedule. A report by a parlia-mentary select committee has blamed the contractors and the Property Services Agency, the government body that manages construction of public buildings, for the delays.
It said: "We regard the whole saga as a sorry commentary on

the state of the building industry. We find it hard to believe that such a situation would have been allowed to develop if similar work were being under-taken for the parliaments of other European countries"

Johnson Jackson Jelf said reasons for delays vary from changes in tenants requirements, to management and

design failure.

It says: "Over optimism about what can be achieved has created a cycle of problems. Design teams are so busy that tenders go out without adequate information. Management contractors pass the problems down the sub-contracting ladder so that greater strain is placed on the resources of smaller compa-

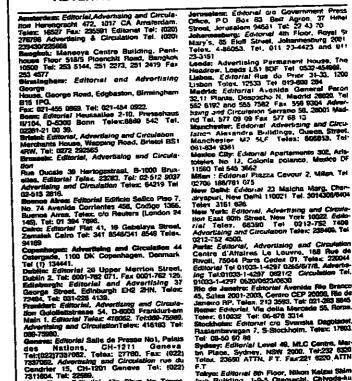
The number of claims for damages by developers and contractors for delays and cost overrun is currently rising by at between 10 per cent to 20 per cent a year according to Mr Jonathan Rosshandler, a part-ner at solicitors Nabarro Nathanson. Some contractors say, how

ever, that developers are delay-ing taking control of buildings while problems are put right. They say small snags which would have been ignored when property prices were rising are now being used as an excuse to delay payments for work done.

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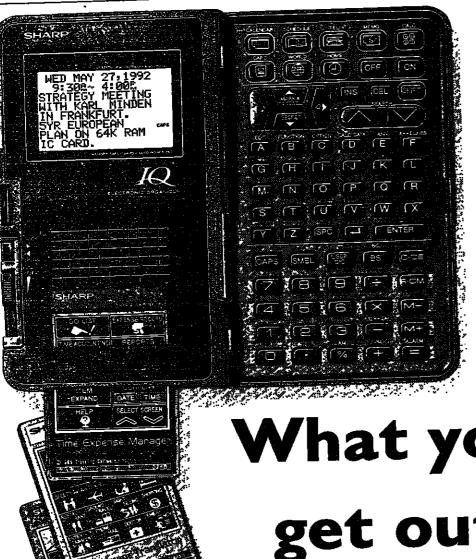


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FRANCE

The Financial Times proposes to publish this survey of

FINANCIAL TIMES



What you get out of an electronic organiser depends on how much you can

organisers. A compact way to store and retrieve information, it provides you with complete time and information management at the touch of a button. Available as the 10 7000 (321) or IQ-7200

(64k), its inbuilt functions include calendar, time scheduler, 3 telephone directories, electronic memo pad, talcularor, worldwide clock and alarm. And it can be connected to an external 26 or printer.

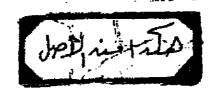
Of course it has its imitators. Some limited by their capabilities. Others restricted by their memory. Many requiring computer literacy. Most of them vulnerable to obsolescence.

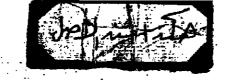
But what keeps the Sharp IQ a breed apart is its IC card technology: a simple system of integrated circuit software cards which give the IQ infinite expandability. All operated quickly and easily through the IQ's keyboard or an integral touch-sensitive pad.

IC cards available include Time Expense, Thesaurus, 8 Language Translator, English/French, English/German and English/Spanish Dictionaries, Spreadsheet, Basic, Scientific Basic, 32k and 64k RAM memories.

With more IC cards in the pipeline, the Sharp IQ continues to be the simplest yet most versatile electronic organiser on the market. In fact, you could say its continued success is clearly on the cards. SHARP

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ES QUOTED CORRECT AT TIME OF GOING TO PRESS AND INCLUDE CAR TAX AND LITTLE MADE AND DELIVERY EXTRA FOR THE PROPERTY OF THE TEAR SPONSORED BY STERN, L'EQUIPE, AM, SUNDAY EXPRÉSS MAGAZINE, VI BILÂGARE, AUTOPISTA AND AUTO VISIE.

EC gives

go-ahead to

AIDS drug

WELLCOME, the UK pharmaceuticals company, has received provisional clearance

from a European Commission committee for wider use of its

Retrovir AIDS treatment, writes Peter Marsh. The recommendation has

come from the commission's

Committee for Proprietary

Medicinal Products. It is a first

step in the effort by Wellcome

to market the product in the

European Community for peo-ple who have the human

immunodeficiency virus (HIV) which causes AIDS but who

have not progressed to full

Earlier this year Wellcome

applied to individual EC coun-

tries for permission to sell the

drug, the only medication licensed to treat AIDS, for the

wider use. The committee

decided to consider the applica-

Advertising gloom

THE ADVERTISING industry

signs of the disease.

tions centrally.

Labour leader, is tonight expected to reassure middle-income earners that they will be no worse off under a Labour government.

Mr Kinnock, who will be giving his first full television interview since the launch last month of Labour's new policy document, will pledge that there will be no increase in income tax for a large majority of taxpayers while there will

be cuts for the least well off.
The party leadership says its own research suggests that plans for a series of tax bands stretching from below 20 per cent to 50 per cent are winning electoral approval, but Labour acknowledges that it has a big fight on its hands over taxation and economic issues.

A senior Labour strategist said last night: "Although the evidence suggests the voters support our plans to move towards a system of fairer taxation, the message that the vast majority of people will pay no more tax will have to be consistently reinforced."

Mr Kinnock has called a spe-cial two-day session of the shadow cabinet for the end of

MR NEIL KINNOCK, the July which will prepare the party for the possibility of a general election campaign next year. The party leader believes that, in spite of the Government's present troubles, Mrs Thatcher might be tempted to

might be the last before the

of the economy.

Last week the shadow cabi-

Labour plans assault on government defence plan

By Michael Cassell

LABOUR will today use a Commons debate on defence to allege that the Government's current review of British defence requirements is in dis-

The two-day debate on ministers and officials press ahead with an internal review of defence spending in the wake of political changes in astern Europe and the Soviet

Reports of a rift between Mr Tom King, the Defence Secretary, and Mr Alan Clark, the Minister for Defence Procurement, over the future shape of Britain's defences have been

The opposition nevertheless

call an election if the economic environment permits.

A summer campaign led by shadow cabinet members is being planned for the run-up to the autumn annual conference, which the leadership intends to conduct on the basis that it election.

Leading figures in the party will concentrate on the issue they see as the basic agenda for the election contest, including the quality of life, the environment and the management

net received a preliminary report on voters' reactions to the recent policy launch. Opinion polls suggest that the over all message has been favourably received and that there is particular satisfaction that the party appears to have improved its image on issues such as defence and the trade

plans to accuse defence minis-ters today of being divided on strategy and of undermining the morale of service chiefs.

Labour intends to push the
Government into spelling out

its latest thinking on the potential for defence cuts and to establish whether views on the issue vary. Mr Martin O'Neill, Labour's defence spokesman, claimed there was "deep frustration and anxiety" within the armed forces about the present, low-key review of British

defence requirements. He said evidence of the pres ent "shambles" could be seen in last month's decision to freeze temporarily all defence

after police and soccer fans clash

By John Wyles in Cagliari and Alan Cane in London

MR COLIN MOYNIHAN, Minister for Sport, and leaders of the England Football Supporters Association (FSA) were at odds yesterday over the wis-dom of Italian policing tactics during violent clashes with English fans before the England-Netherlands World Cup soccer match on Saturday

Police waded into English supporters with flailing batons and tear gas after blocking and breaking up a march on the Sant Elia stadium by well over a thousand fans. Many fans suffered cuts and bruising, five were arrested and one remained in hospital yesterday

with a broken leg.

Mr Moynihan said yesterday: "The orchestrated inci-dent before the match was a shocking reflection that a mindless minority of thugs can bring English football into international disrepute."

He said he was grateful to the police for their "swift.

tough and decisive action". There were no incidents after the game due, Mr Moyni-han claimed, to British pressure on the Italian authorities to provide adequate numbers of coaches to take spectators away from the stadium.

But Mr Steven Beauchampe FSA World Cup co-ordinator, said yesterday: "Mr Moyni-han's statement smacks of a repeat of his ill considered responses to the trouble in West Germany, when he made no attempt to find out what really happened.

"Police launched a violent attack on England supporters, which helped contribute to making the problem worse."
In the subsequent melée, about 500 fans were chased into a petrol station forecourt and many were beaten with truncheons. They included Mr John Tummon, a member of the FSA executive, who suf-fered heavy bruising. Mr Tummon said the police

aggression against innocent fans was creating such resentment that "it is storing up problems for the mainland". where the England team will play if it qualifies after facing Egypt on Thursday.

Kinnock seeks to Controversy Thames cable car link proposed

By Richard Tomkins, Transport Correspondent

A PRIVATE-SECTOR consortium has drawn up plans to build a Swiss-style cable car link in London to carry passen-

gers across the Thames into Docklands.

If the scheme goes ahead, it will give central London its first completely new fixed link over the river since Tower

Bridge opened in 1894.
The £20m system, called Sky Shuttle, has been proposed by a consortium led by Acer, the engineering consulting group that designed the Humber Bridge and two bridges over the Bosporus at Istanbul. It would consist of a steel

suspension bridge across the Thames carrying cable cars between the British Rail stations at North Woolwich on the north bank and Woolwich Arsenal to the south. Based on Swiss technology,

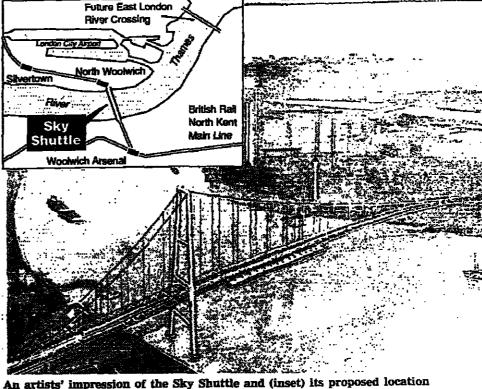
each shuttle would consist of a number of carriages suspended from an overhead track and hauled by steel cable.

Passengers would pay 50p for the journey of three quarters of a mile between the two shuttle interchanges. These

the railway platforms.

Docklands is badly served by river crossings. Other than two tunnels for road traffic, the only links up-river from Tower Bridge are the Woolwich Ferry and the foot tunnels at Wool-

wich and Greenwich. North Woolwich station is in the Royal Docks area next to London City Airport and is the terminus of the North London railway line.
Acer believes the Sky Shut-



crossing time would make it an

attractive way of penetrating Docklands for passengers arriving at Woolwich Arsenal on the railway line from Lon-don Bridge to North Kent.

The consortium acknowledges that the case for the link, edges that the case for the link, which it hopes to open in 1993, will be partly undermined by competing Docklands links such as the Jubilee Line extension, planned for the late 1990s. five years of rapid traffic growth, followed by a flatten-ing out after 1998, will leave

estors with a rate of return of at least 15 per cent over a 10-year payback period. In addition to Acer, the con-sortium comprises Hambros Bank; the Swiss cable car manufacturer Math Streiff; the Swiss monorail specialist Aerometro; and Mr Peter Harrison, the engineer who conceived

cleared before the scheme can bination of debt and equity. construction has to be steered through Parliament. The group said it was already talking to potential sponsors, and initial support had been indicated by the London Docklands Devel opment Corporation, British Rail and London Transport.

growth in which advertisers may be reluctant to invest in Two hurdles have to be proceed. The necessary finance has to be raised through a comand a private bill enabling the

innovative campaigns, according to a survey of art directors in leading London agencies. writes Alice Rawsthorn. The survey by the Design & Art Directors Association, suggests that financial pressure may make companies cautious about creative content. In recent months the advertising industry has suffered a significant slowdown in expen

diture. Most respondents to the D&AD survey - which used Gallup, the market research company, to canvass the views of 100 agency creative directors expected the slowdown to continue. Nearly three quarters believed creative standards would be threatened in the early 1990s

The respondents expressed concern about the advertising industry's public image. Most suspected that the public did not think of advertising as

Steel output levels

THE DECLINE in steel production which set in during the second half of last year may have bottomed out, according to official estimates, writes Charles Leadbeater, Industrial

Seasonally adjusted steel output rose marginally in May to about 355,700 tonnes from 354,800 tonnes in April, according to figures from British Steel and the British Independent Steel Producers Association. British Steel believes steel production has plateaued about 15 per cent down on the peak of between 380,000 and 100,000 tonnes reached in the early months of 1989.

Spending slowdown

SPENDING in shops is likely to slow sharply in the 1990s. according to forecasts pub-Last autumn Roderick Suthlished today by the Manchester erland & Partners was set up in Edinburgh to deal with Business School and Cambridge Econometrics, writes Maggie Urry. Whereas total institutional clients.

County NatWest WoodMac retail spending rose by 43 per cent during the 1980s, the rise will be only 24 per cent in the traces its origins to the Edin-burgh stockbrokers Wood Mackenzie which entered the 1990s, the report says.

The UK Retail Sector. Cam-

bridge Econometrics, 21 St Andrew's Street, Cambridge CB2 3AX £395.

Shopping challenge JOHN LEWIS PARTNERSHIP.

the store group, and Slough Estates, the property devel-oper, are to challenge Welwyn Haffield District Council in the High Court, writes Maggie Urry. They contest the council's decision to allow a shopping centre developer to change its mix of tenants.

The centre is being built above the Al road in Hertford-

shire, near Welwyn Garden City. The developer is Carroll Group, a large, privately owned property company. Originally the centre, due to open next year, was given planning permission on the basis of a "tenant mix agreement" concentrating on "leisure-oriented shopping.

However, the developer has brought in some fashion and general retailers as tenants.

Merseyside order trend still positive

By Ian Hamilton Fazey, Northern Correspondent

ECONOMIC slowdown appears to be only just beginning to catch up with Merseyside, illustrating continuing buoy-ancy and confidence among industry and commerce in the north of England.

The latest quarterly survey of the Merseyside Chamber of Commerce and Industry shows a declining but still positive trend in both domestic and export orders and deliveries to the end of March More companies neverthe-

less managed to record rising sales than declining ones, with

the bulk holding steady. Trends analysis suggests that domestic buoyancy peaked during the second and third quarters of last year, while export orders and deliveries did so in the fourth quarter. However, export markets are still stronger than at ony other still stronger than at any other time last year.

Together with the north-east, Merseyside has one of two weakest northern sub-regional economies because of its narrow industrial base.

Cash flow was one of only two Merseyside trends that

worsening as against 21 per cent that saw an improvement. However, the bulk still find cash flow satisfactory. Caution, rather than lack of confidence, seems to be the mood over investment. Only 15 per cent have revised plans for

turned negative, with 25 per

cent of companies reporting a

new machinery and plant downwards and 14 per cent for buildings. On the other hand, 69 per cent and 74 per cent are sticking to budgeted invest-ment. There was a weakening in confidence over future turn-

trends remained positive.
The labour market is getting tighter, with a net gain in jobs among only 2 per cent of com-panies in the first quarter. A decline is forecast - involving a net 3 per cent of companies - in the current quarter. With labour shortages affect-

over and profitability, but the

ing only managerial, white-col-lar, professional and skilled jobs, that means few prospects for Merseyside's large pool of unskilled jobless, which com-

costs here are lower and the quality of life superior." Although Scottish institu-

tions have investment portfo-

lios worth about £80hn, until recently there was no purely

institutional stockbroker in

Edinburgh or Glasgow to service them.

London securities trading mar-ket in 1973 and moved all trad-

ing to London in 1979. In 1988

Wood Mackenzie's institutional stockbroking business, then part of Hill Samuel, was sold by its parent TSB Group to County NatWest.

tains about a quarter of County NatWest WoodMac's

research staff and carries out other back-office functions,

The Edinburgh office con-

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London, 2 & 3 July, 1990

This conference will examine the North Sea and the oil and gas development opportunities. It will also take account of the new technologies that are continuously being developed to make offshore operations safer and easier as well as emphasise the environmental responsibilities of North Sea offshore campaigners.

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Conoco (UK) Limited Dr Hans Jørgen Rasmusen Dansk Olie og Naturgas A/S

Mr Norman C Chambers Rockwater Miss Tone Skogen

Royal Ministry of Petroleum and Energy, Norway Professor Clifford S Johnston

Institute of Offshore Engineering (IOE) **Mr Gareth Lewis-Davies** County NatWest WoodMac

Dr Harold Hughes, OBE UK Offshore Operators Association Limited

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Bank staff cuts expected

By Our Financial Staff

MORE City redundancies are expected this week after the acquisition announced earlier this month of Scandinavian Bank by one of its shareholders, Skandinaviska Enskilda

The acquisition of Scandinavian Bank is expected to result in radical slimming down of its current workforce. As many as two thirds of Scandinavian's 400 staff at its headquarters office may leave in the shake-up, according to bank-

SE Banken did not comment on the reports. SE Banken, which previously owned 21.7 per cent of Scandinavian, bought out the other four shareholders for £152.7m. About two years ago, Scandi-navian changed its corporate strategy, allowing it to concen-

trate more on merchant bank-ing activities.

That move, while supported by the other four shareholders

- Norway's Den norske Bank,

Norway's Den norske Bank, Union Bank of Finland, Denmark's Unibank and Iceland's Landsbanki Islands – did not please SE Banken, which was aiming to build up a similar business itself in London, in part through its Enskilda Securities subsidiary.

The purchase thus removes an important competitor for SE Banken in merchant banking. It also obtains Scandinavian's Swiss private bank subsidiary.

Swiss private bank subsidiary, which it has long sought. SE Banken is said to be interested in Scandinavian's treasury and corporate finance divisions, but less so in more traditional banking businesses where some of the redundancies are expected.

Scandinavian | London equities trader reopens in Scotland By James Buxton, Scottish Correspondent

COUNTY NatWest WoodMac, Mac executive. "Operating

the equities arm of County NatWest, the investment bank, is resuming equities trading for institutions in Edinburgh, 11 years after it moved all trading to London.

The move reflects the fact

that with the introduction of London Stock Exchange, equities traders can operate any-where telecommunications are It also means that County NatWest WoodMac can serve its Scottish institutional clients

on their own doorstep. The bulk of County NatWest WoodMac's trading operation will remain in London but a small number of equities sales staff and one equities trader will operate from Edinburgh from the beginning of next

"It means that we can get closer to clients such as the Scottish life assurance compa-nies and fund managers who may wish to deal through people they can meet in person," said a County NatWest Wood-

ised in London. **Net inflow at National Savings** NATIONAL Savings attracted a net £70.8m in savings last month, the second successive

David Waller.
Although a net £169.6m was withdrawn from fixed-interest National Savings certificates, that was more than balanced by an inflow of funds into schemes paying interest gross.

Most popular were income
bonds and the investment
account, which attracted a net
inflow of £134m and £81.8m

month that savings have exceeded withdrawals, writes

respectively, reflecting the introduction of independent taxation for married women as ing the total to £35.5bn.
That was down from the £36.8bn total at the end of May

from the beginning of April.

In the first two months of the financial year, there has been a net addition to National Savings funds of £151.2m, taking the total to £35.5hm

1989, but the pick-up in savings over the last two months reverses a trend whereby there was a net outflow of funds for 18 successive months.

The council gave Carroll permission to change the tenant

Reports argue for monetary union

By Andrew Marshall, Economics Staff

ARGUMENTS over full UK membership of the European Monetary System are about to be overtaken by European moves towards monetary union, according to two newly published papers from research bodies of opposing political persuasions.

One is published by the new left-of-centre Institute for Public Policy Research, the other by the Adam Smith Institute, whose advocacy of free-market policies has been highly influential in the past decade.

Mr Nicholas Gibb, writing in the ASI paper, says the EMS
"is no panacea" for the UK's

He says the EMS will not provide exchange-rate stability,

and points out that there were 10 realignments between 1979 and 1988. The persistence of realignments will mean continuing uncertainty for busi-"Those who argue for the

case for membership of the ERM on the basis of the advantages of stable exchange rates are in fact arguing for EMU (European monetary union)," he says, urging that the issue the ASI paper, says the EMS
"is no panacea" for the UK's
economic ills and will not pro-

The IPPR says in its study that the rest of the EC is rapidly moving towards EMU, leaving Britain out.

The paper is written by Mr Gavyn Davies of Goldman Sachs, Mr David Currie of the London Business School, Mr Neil MacKinnnon of Yamaichi International, and Ms Irene Brunskill of the IPPR. They urge the Government to commit itself to union so that Britain's legitimate concerns about the pace of change can be effectively stated at the intergovernment conference due to be held in December. The authors advocate:

vide a defence against inflathe EMS rather than after. • Joining the ERM as soon as possible:

Accepting full EMU;
Proposing an extension of
Stage 2 as envisaged in the
Delors Plan, to provide a
breathing space;
A rapid build-up in the EC's resources for regional assis-

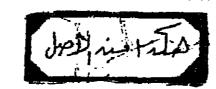
tance:
Specific criteria to be met before moving from stage 2 to full EMU: More autonomy for the

Bank of England.

Bucking The Market. ASI.

PO Box 316, London SWIP 3DJ.

S; EMU - The Issues. IPPR, 18 Buckingham Gate. London SW1, 210.





FINANCIAL TIMES MONDAY JUNE 18 1990 11 0-ahead to COODFYEAR COOD YEAR

Jaguar are used to making history. But yesterday, at Le Mans,

we saw former glories relived in spectacular style.

Winner of the classic 24 hour endurance race was the mighty Jaguar XJR 12*. Echoing a string of victories

in the 50's and our most recent success in 1988, the V12 powered Jaguar once again proved its inherent engineering *RESULT SUBJECT TO OFFICIAL CONFIRMATION.

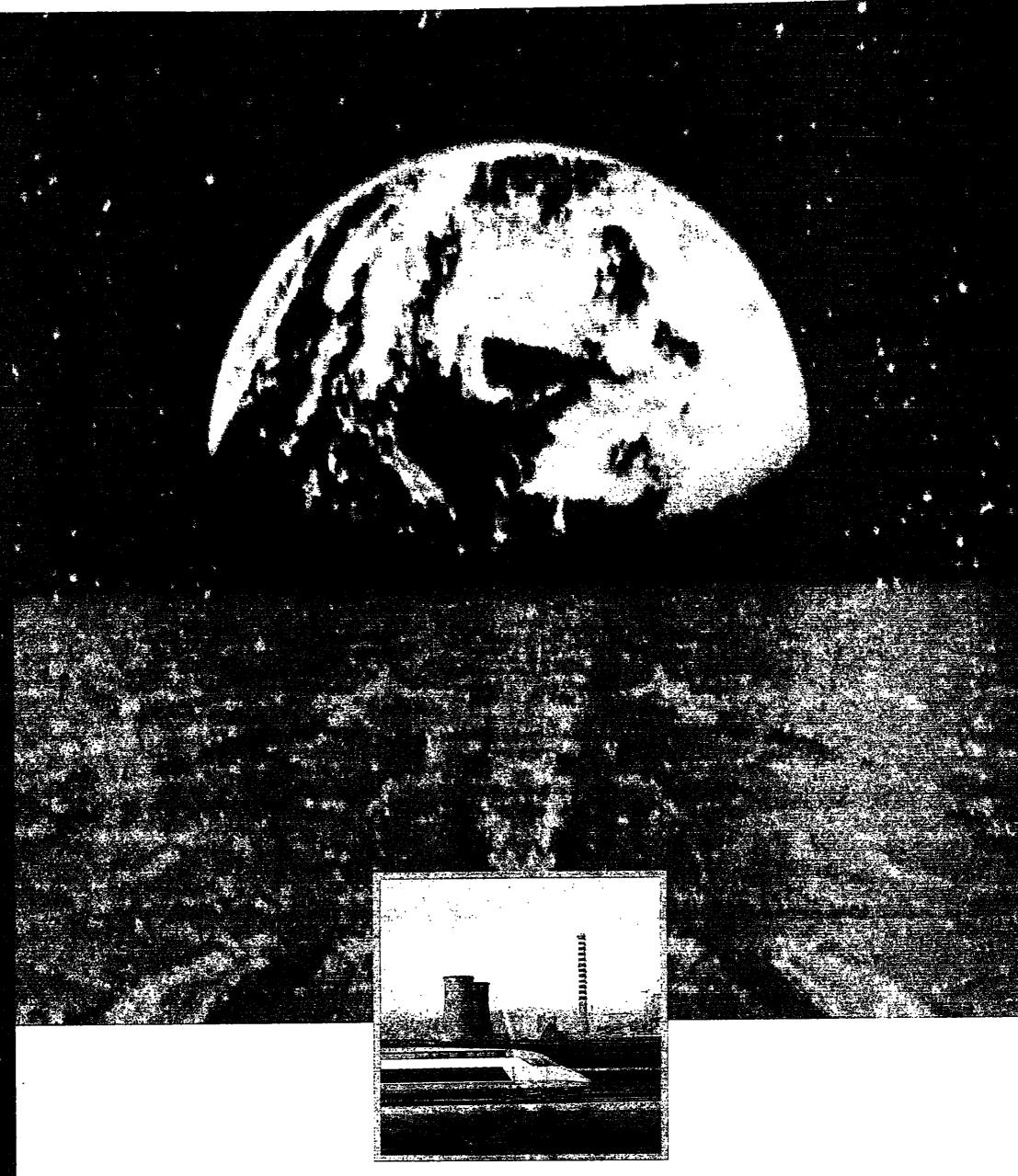
quality, reliability and performance.

And that same 12 cylinder engine powers the Jaguar V12 and Daimler Double Six saloons together with the XJS V12 Coupe and Convertible.

However, in this context it performs rather more unobtrusively.

80,000 people around the world. Annual sales of £5 billion. GEC ALSTHOM is a world leader in energy and transportation. **GEC ALSTHOM is** constantly harnessing nature's power to achieve breakthroughs that push back technological barriers: -the TGV holds the world rail speed record, -the most powerful steam turbine, -the largest gas turbine, -the world's most extensive nuclear power program, -the highest electric voltages harnessed, -the world's largest cruise ship, the Sovereign of the Seas. Shortening distances, harnessing energy, bringing continents closer. GEC ALSTHOM's fields of activity include: Power generation, transmission and distribution. Transport and shipbuilding. Fluid control. Robotics and new materials. With technological achievements second to none and respect for the environment a prime consideration, **GEC ALSTHOM wants** to make an even greater contribution to satisfying two fundamental human needs: energy and

transport.



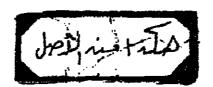
NO ONE KNOWS HOW LONG

THE WORLD'S BEEN GOING ROUND,

BUT EVERYONE KNOWS

WHO HELPS IT MOVE FORWARD

GECALSTHOM





UK NEWS

British Coal loss | King Kong's shadow looms over Rainham reach £500m

By Maurice Samuelson

BRITISH COAL, due to be privatised if the Conservatives win the next general election, is expected next month to disclose a loss of about 2500m for the 1969-90 financial year.
That would be double the

loss of the previous financial However, a reconstruction of the industry's finances is

tion to a modest profit in its current financial year.

The promise of a financial reconstruction was extracted from the Government earlier this year by Sir Robert Has-lam, the British Coal chairman. It will rid British Coal of more than £6bn of accumu-

lated debts and liabilities. Sir Robert, who was created a Life Peer in the Queen's Birthday Honours, has a contract that is due to expire at the end of the year, and the Department of Energy is believed to be looking for a successor who would prepare the coal industry for privatisa-

One possible successor is Mr David Kendall, a former British Petroleum executive appointed as British Coal's joint deputy chairman by Mr Cecil Parkinson, the former Energy Secretary. Mr Kendail's contract ends on the same day as Sir Robert's. However, he has said little in public and it is not known whether he would like to stay on.

There are also ambitious insiders on the corporation's board, led by Mr John Northard, the other deputy chairman; Mr Malcolm Edwards, commercial director; and Mr Ken Moses, technical director, one of whom could become chief executive were the Government to replace Sir Robert with a part-time chairman. Since Sir Robert took over

four years ago from Sir Ian MacGregor, productivity has more than doubled after the closure of more than 100 pits and modernisation and reorganisation of the remainder. Last year's losses reflect not only increased interest charges but also disappointing output

levels caused by poor morale among miners and sectors of the management. The miners' morale has not been helped by the growing environmentalist bias against coal or by threats from priva-

tised power station operators to use more imported coal and natural gas as soon as the present three-year contracts come to an end. It has also been influenced by the continuing loss of min-ing jobs, highlighted by last

week's forecast by Sir Robert of another 7,500 redundancies in the next 15 months. That would reduce the workforce to about 50,000, nearly a quarter of the size when Sir Robert

for last year may David Churchill looks at the battle to stop a £2bn theme park on a Thames-side wildlife site

ECHNICAL hitches may have meant that King Kong failed to frighten Kong failed to be anxious to get on with the Kuropean project as quickly as many of the Hollywood stars at the grand opening this month of the Universal film studios and theme park in Orlando, Florida. But the prospect of the 30ft-tall replica gorilla's next appearance being on a derelict wildlife site east of London is causing considerable concern among British wildlife enthusiasts and conservationists.

Universal's proposed build-ing of studios and a theme park on 1,600 acres of marsh-land at Rainham in the London Borough of Havering at a cost of at least £2bn has united con-The threat to birds, plants, insects and other wildlife that have found a home on the marshes is such that various pressure groups have sunk their traditional rivalries to combine against the threat

posed by the development.
Even a £16m package to protect the environment offered by MCA, the US entertain-ments group which is spear-heading the project, has failed to impress conservationist crit-

ics of the scheme. Yet the wildlife of the marsh-land on the Thames, officially designated a site of special sci-entific interest, may yet be saved from the invasion of up to 5m tourists a year anxious to catch a glimpse of EastEnders stars or experience the Earthquake ride.

The decision on whether to site the studios and theme park at Rainham is expected to be taken within the next few weeks. MCA, imbued with the success of opening the Florida studios to complement its existing Universal Studios in

It has already lost out to the Walt Disney Company in Flo-rida, which opened a film studies and theme park last year, giving it a crucial marketing edge on the Universal studios in Florida. Disney, moreover, has also announced plans for a similar venture at Euro Disneyland to be built three years

MCA can still get in ahead of arch-rival Disney if work starts soon on the Rainham project, due for completion in 1994. It can certainly beat the proposed Disney/MGM Studios if it decides to build the studios outside Paris rather than outside London.

That is because the Paris site

after the theme park opens in

is technically much easier to develop since there are no nportant conservation objec tions nor any suggestion of radioactive material on site, as has been claimed at Rainham. Friends of the Earth believes that some waste radioactive material may have got on to the Rainham marshes, possibly when in-fill material was used to shore up sea defences in the late 1960s. Even if the amount of radio-

active material is insignificant, as claimed by the building con-sortium, British Urban Development, which would actually build the studios for MCA, it will still take longer to develop the site than originally

If the Paris site is chosen, then MCA would expect to open the studios and theme



Disney's Mickey Mouse: the grin widens at the thought of difficulties facing rival Universal studios at Rainham

two years ahead of Disney. It is not just the lure of beating Disney that makes Paris so attractive to MCA. The French Government has been keen to add the Universal Studios attraction to the Euro Disneyland complex and so create the leading leisure development area in Western Europe for at least the next generation. Its approach has been typi-

cally pragmatic, cutting through the red tape that has dogged the Rainham developpark in 1993 – a year ahead of the Rainham target date and French planning process is

simpler." admits Mr Anthony Young, president of MCA Enterprises International. The French have sought to

attract MCA with a hard offer of £250m in incentives and benefits to site the studios outside Paris. From MCA's headquarters on the west coast of America, such a firm commitment looks attractive, especially since it would neatly resolve the vocal lobbying by British conservationists.

MCA is not alone in its decision-making process. "The commercial viability of the between the two sites and it will ultimately depend on which government offers the best incentives," says Mr Terence North, director of leisure developments for the Rank Rank, currently in the mid-

dle of a £537m takeover battle for Mecca Leisure, linked up with MCA last year when it took a half stake in the \$600m Florida studios. Although Rank has made no formal commitment so far to the European studios, it is almost certain to take a significant stake in the project. Not only does it have the funds available from a rights issue earlier this year, but it also has considerable chnical expertise in the film and leisure industries which it believes can add to the proj-

ect's success Rank clearly would prefer the studios to be built in Britain, not only because it believes its expertise would be most useful at Rainham but also because it suspects that admissions would be higher.
The theory is that most visi-

tors to Euro Disneyland would be day trippers from the catch-Germany, the Netherlands and the UK. If so, then it will prove harder to attract those tourists to stay an extra day or so to catch the Universal Studios experience,

In the UK, however, the studios and theme park would be a big draw to visitors from the UK and overseas. The English Tourist Board believes it would become Britain's biggest indi-vidual tourist attraction, ahead of traditional favourites such as Madame Tussaud's or the Tower of London.

The British Government has not had the flexibility so far to come up with the sort of firm offer the French have been able to make. Yet supporters of building the studios in Britain

and that includes the UK
film industry – have a formidable ally in Mrs Thatcher, who has championed the proj-

ect over the past year. Her difficulty is an unwillingness to be seen to subsidise the studios out of public funds, especially given the lack of Government aid for a high-speed rail link to the Channel tunnel.

In a bid to co-ordinate the special benefits that are available under existing Government legislation, a special Whitehall committee under the chairmanship of Mr Douglas Hogg, Industry Minister at the Department of Trade and Industry, has been set up. It involves all interested departments in finding ways of speed-ing up the internal bureau-

Whether that will be enough to match the French offer remains to be seen. If the studies and theme park do go to Paris then it will be the second time in recent years that Mrs Thatcher's support for a big leisure development has failed.

Three years ago she offi-cially launched work on the Battersea theme park, due to be built in west London on the site of a derelict power station. That park was due to open last month but now lies vacant while the bankers and lawyers bicker over what went wrong. Over at Disney, it is no won-

der that Mickey Mouse is wearing such a wide grin.

MoD acts to stimulate power supply competition Juno project

THE MINISTRY of Defence has switched suppliers of electricity for many of its premises in a government effort to test and stimulate electricity competi-

Southern Electric has acquired the supply rights to seven RAF establishments, including four in East Anglia previously served by Eastern Electric, two in the area of the Midlands Electricity Board and one in the Manweb (Merseyside and North Wales) area.

has also lost four other RAF bases to East Midlands Elec-

Competition is mounting among the 12 electricity distribution companies in England and Wales which next month will announce their last full year's financial results before being floated on the Stock Exchange. They will present a show of solidarity in the face of mounting competition for large portions of their business from the big two generators, National Power and PowerGen.

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Soviet bank quits

By Stephen Fidler

THE MAIN sponsor of a plan to put a British astronaut into space from the Soviet Union has formally withdrawn its financial support for the proj-

Moscow Narodny Bank, the Soviet-owned bank with head-quarters in London, will confirm in its annual report, to be published formally soon, that it has withdrawn its financial support for the project. It said it had made full provision for the cost of the withdrawal.

Data companies warned of predators

THE UK's four largest computing services companies are likely to fall into foreign hands within three years as a result of ill considered mergers and acquisitions, according to an industry analyst.

Mr Richard Holway makes that prediction in the latest issue of the annual Holway Report, a comprehensive analy-sis of the financial strengths and weaknesses of more than 400 British computer software and services companies.

He argues that a frenetic bout of merger activity in 1988, vhen about 40 deals were done, involving total payments of more than £700m, left the industry with declining profit growth, depressed share prices and low price/earnings ratios. He argues: "Many companies in the industry are now vulnerable to takeover and the buy-ers are more than likely to be from overseas. We believe that the top four UK computing ser-vices companies — Sema vices companies - Sema Group, SD-Scicon, Hoskyns and Logica - will be in over-

seas ownership within the next

three years." Sema Group, listed on the London Stock Exchange, is an Anglo-French company formed two years ago from the merger of the UK Cap Group and the French Sema Metra. Just over 20 per cent of its shares are held by the French computing services group Cap-Gemini-So-

British Aerospace holds 25 per cent of SD-Scicon and is thought to be anxious to sell its stake.

Hoskyns Group was put up for sale earlier in the year by GEC after the acquisition of Plessey by GEC in conjunction with Siemens. Logica, which acquired the

US company Data Architects in 1988, is often described as the "last large, independent UK software house". It shook the stock market last month with a warning that second-half profits would be significantly lower than expectations. The news took 27 per cent off the share price, reducing the group's market value by £49m to £132m. The Holway report

shows that Sema Group, with a turnover of £293m, led the 1989 UK list of top revenue earners, followed by SD-Scicon (£283.3m) Granada Computer Services (£201.2m), and Hoskyns Group (£188.7m).

Only Hoskyns, however, makes an appearance in the top ten rankings by revenue growth, led by Systems Reli-ability, which grew 459 per cent to £134.5m. McDonnell Douglas Informa-

tion Systems led the rankings for profits before tax, with £27m, followed by Granada Computer Services with £20m and Logica with £18.3m.

The Hology Report. Richard Hology Ltd., 18 Great Austins, Farnham, Surrey. £825.

Report urges caution in telecoms competition

By Hugo Dixon

THE GOVERNMENT should be wary of introducing more com-petition into the telecommunications sector when it comes to review the British Tele-com/Mercury Communications duopoly later this year, according to a report published today.

The report by the Business
Performance Group — a think

tank affiliated to the London School of Economics – argues that too much competition now would harm Mercury more than BT, so diminishing chances of long-term competi-

Mr Gordon Owen, the Mercury chairman, is a member of the group's board, but Mr Simon Taylor, the report's author and an economist at Cambridge University, said his study was independent of any business interests.

Mr Taylor says: "In terms of its three main objectives of price, quality and innovation, the Government's duopoly pol-icy in telecommunications has been a considerable success." He also believes Mercury has pursued an aggressive approach to challenging BT, evidenced by Mercury's invest-

profile.

Glass federation launches recycling initiative

By Maggie Urry

BRITISH GLASS, the federation of glass-makers, is today launching a recycling symbol intended to encourage people to recycle glass packag-ing. The federation is asking food and drink manufacturers to put the symbol on labels of

glass packaging.
The symbol consists of three arrows forming a triangle surrounding a pictogram of someone dropping a bottle into a bottle bank.

The same symbol is being promoted across Europe for glass packaging, so that, for example, a wine bottle



imported to the UK from France and a British coffee jar will carry the same symbol.

The move is part of an attempt to increase the rate of glass recycling in the UK,

which is low compared with other European countries. Mr Bill Cook, director general of British Glass, said the recycling rate in the UK had risen from 13 per cent to around 20 per cent in the past few years. In many European countries the rate is above 50 per cent. However, the UK has a far higher proportion than other European countries of multitrip glass containers, such as

milk and beer bottles. There are 4,700 bottle banks in the UK, 1,000 more than a year ago. British Glass had aimed to reach 5,000 by the end

The European Commission is working on a draft directive covering the effect of drinks ckaging on the environment.

of 1991 but now expects to

achieve that level by the end of

of recycling, including multi-trip recycling, for glass drinks containers by 1997.

That might lead to difficulties for the UK industry, which makes a high proportion of clear glass. Recycled, coloured glass cannot be used to make clear glass.

It may require member countries to reach a 70 per cent rate

ment, market share and public Enhancing Competition.

Business Performance Group, Haughton Street, V/C2 2AE. £20.

APPOINTMENTS

Changes at Winchester **Bowring**

Mr H.C.L. Prior has been appointed chief executive and a joint deputy chairman of WINCHESTER BOWRING. Mr P.E. Williamson becomes a joint deputy chairman; Mr R.G. Stone is made managing director in charge of administration and finance; and Mr N.C. Frankland managing director in charge of broking. Mr J.H.C. Bassett, Mr J.W. Fahle, Mr S.A. North. Mr R.J. Rundle and Mr L.G. Salter have been appointed

■ THE AMERICAN BANKING & SECURITIES ASSOCIATION OF LONDON has appointed as chairman Mr George Kliis, general manager of First Bank National Association, London.

directors.

Managing director of **BUE Ships**

■ NORTH SEA ASSETS has appointed Mr Carl G. Rolaston as managing director of its subsidiary, BUE Ships. He has been its marketing director for the last five years.

■ STEEL BURRILL JONES has appointed to the board of its subsidiary Meacock Samuelson & Devitt Mr John Horwell as chairman; Mr David Forcey as deputy

chairman; and Mr Jeremy Davies as managing director. The previous chairman, Mr Anthony Meacock, who co-founded the firm, remains a director.

■ ANDREAS STIHL, Woking, UK subsidiary of the chainsay manufacturer, has appointed Mr Robin Lennie as financial controller. He joins from a similar post at Serono

Mr Nigel Kenyon Jones has been appointed managing director of OUR PRICE VIDEO, and to the board of Our Price Smith. He is marketing and buying director for Do It All, the company's DIY subsidiary.



LOMBARD ODIER has appointed Mr Sandy Bowes (pictured) as a director. He was a director at Lazard Investors, and will be responsible for UK marketing, promoting the specialist fund management services to pension funds.

Restructure at Mowlem International

■ Following the restructuring of MOWLEM's international division Mr Doug Ridley has been appointed chairman and Mr Wynn Kenrick managing director of Mowler International, Mr Colin Graidage becomes commercial and contracts director and Mr Denis Yell services director. Mr Frank Tarrant remains finance director. Mr Chris Evans, marketing, and Mr Brian King, estimating.

■ Mr Edward Griffiths has been appointed a director of ROUX RESTAURANTS. He continues as general manager with overall responsibility for operations and business development of Roux Restaurants, Contract Catering and Central Patisserie.

■ Mr Alan F. Herbert has become president of MEDI-PHYSICS, the former radiopharmaceuticals subsidiary of Hoffmann-La Roche Inc. This appointment follows the acquisition by Amersham International of Medi-Physics. Mr Herbert was formerly vice president and general manager of Bristol-Myers' oncology division.

■ CHARTERHOUSE DEVELOPMENT CAPITAL. the development capital arm of the Charterhouse merchant and investment banking group,

has appointed Mr Michael Lennox as financial director. He joins from Central Trailer Rentco (part of Tiphook). where he was group finance

■ Mr C.M. Wilson has been re-elected president of the NATIONAL ASSOCIATION OF BRITISH AND IRISH MILLERS. He is chairman of Smiths Flour Mills, part of Northern Foods.

become associate directors.

ALEXANDER STENHOUSE UK, London, has appointed Mr Laurence A. Law (pictured) as national services director. Mr William D. Greig succeeds him as central division director, at Potters Bar. Mr John Nicholson becomes Scotland divisional director, Glasgow. succeeding Mr Greig. Mr Chris Weaver has been appointed central division development

■ VIROC UK, Newbury, has appointed Mr Paul Dennis to the new post of technical sales director for UK southern region. He joins from Rockwool.

■ Mr Mike Rigby has been appointed managing director of the N. & P. GROUP, Letchworth, part of Thurgar Bardex. He was deputy managing director.

■ Mr Christopher Callaway, formerly a corporate finance director of ANZ Bank, has been appointed a partner in the lead advisory team of COOPERS & LYBRAND DELOTTE.

British Steel board change

■ Dr David Grieves. an executive director of BRITISH STEEL and chairman of British Steel Distribution, additionally becomes chairman of the General Steels Division from August 1. He succeeds Mr Gordon H. Sambrook who retires on July 27.

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625	Armitage and Rhodes	25	0				
118031	Bardon Group (SE)	150	+1	4.3	29	14.6	
			+1	67	6.9		
16700	Sardon Group Cv. Pref. CSD	97		5.9	8.3	63	
4294	Bray Technologies	71	-2		13.4	٠.	
	Bremhill Coox Pref	82	0	11.0			
1197	CCL Group Ordinary	315	+3	14.7	4,7	3.9	
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MANAGEMENT

t is with more than the cold calculations of com-merce that Villeroy & Boch, the renowned West German manufacturer of ceramics and porcelain, is eye-ing potential acquisitions in

The company's origins date back to 1748, 11 years before Josiah Wedgwood founded the UK establishment which bears his name. Villeroy and Boch merged in 1836. V&B was, until its offering of non-voting shares last month, owned by three families - the Villeroys, Bochs and Schorlemers - and is still controlled by them. The family names remain prominent on the company's execu-

tive and supervisory boards. On its second centenary, V&B was split with the parti-tion of Germany. In 1948, the company employed 3,000 people at three locations. Two of the factories - a plant in Dres-den, manufacturing sanitary ware and one in Torgau making table ware and some sanitary ware - were in the east. Forty-two years later, the pending economic and monetary reunification of Germany has led V&B to serious consideration of a reunion of its own. "We have been negotiating since the beginning of the year to see the beginning of the year to see the back in our

group," says Wendelin von Boch-Galhau, one of six execu-tive board members and head

German reunion

An emotional conundrum

Villeroy & Boch, the West German porcelain and ceramics manufacturer, is looking at whether or not to reclaim its plants in the East. Stephen Fidler reports



Luttwin Gisbert von

of the German domestic tableware division. "It is," he admits, "an emotional thing

for us. According to V&B, many West German companies have been talking about acquiring subsidiaries in the east, but many fewer are going ahead. "In West Germany, everybody is interested in selling to the eastern market, but not in producing in East Germany,"

he says. Adds Luitwin Gisbert von Boch-Galhau, the executive oard chairman: "Our perspective is different. Our current capacity should fulfil the EC markets, and we don't know where we'll get the extra capacity for the eastern mar-

New plants in Luxembourg and in the Saarland should cover the company's expansion plans in the European Community. But "in all of the scenarios we worked out, the East European markets were not included," he says. The East German market is

attractive to V&B both in itself and as a door to other countries formerly in the Soviet orbit. "The East German government prevented exports of sanitary ware because of a desperate need at home. The market has been under-supplied for many years. Sanitary ware installations in private homes and public places are simply

very primitive and very back-ward, says Alfred Pangels, the executive director responsible for that business.

But the contrast between the two sides of the border could hardly be more severe. V&B's enthusiastic family ownership does not seem to have thwarted its development. It has become a dynamic company that is now a high-technology manufacturer and retailer of tiles, tableware and sanitary ware to a middle and up-market audience mainly, but not exclusively, in the EC. The Dresden factory's repu-tation used to be second to none. "In the old days, when we still owned the factory, it

sanitary ware. Even nowadays, we stand in awe of its quality," says Pangels. In East Germany, that factory still has a good reputa-tion, but since 1948, according to V&B. quality has regress "Compared with western standards, it's not really up to scratch. Only a very small pro-

had the highest standards.

producing the most fantastic

portion of the goods they are selling could be sold to western markets," he says.

The Torgau plant tells a similar story. "Comparing the products is like comparing a Deux Chevaux Rolls-Royce. I think their prodnct line is not saleable in western countries or now even in the Rast. They're making cheap earthenware that East Germans don't even want to buy themselves. Their machinery hasn't developed in 40 years," says Wendelin von Arch-Galhau.

None the less, if it can find a way, V&B will go ahead with the acquisition of Torgau. Dresden, for which V&B quickly negotiated a letter of intent for an acquisition, is different. "As time went on, after we had got to know things bet-ter, we had to tell them that we didn't see any future for this company in Dresden,"

The plant stands in Dresden city centre and the buildings are in poor shape. V&B believes that to make it viable



Product quality in the West far outstrips that in the East

it would have to tear it down and start again. Nobody, it says, starting from scratch, would build such a plant in the

centre of Dresden. V&B has now switched its attention to a plant making sanitary ware at Haldensleben near Magdeburg, with no historical connection to V&B. This factory, the largest in This factory, the targest in East Germany, was built about 12 years ago, and employs about 1,100 people — although 400 of them are making gift and decorative items, which V&B has no desire to produce. Management at this plant,

however, is talking to a number of V&B's competitors and it is too early to say who will succeed. V&B will insist that it holds a majority. Pangels says: "They need a western partner in every aspect of their busi-ness - technology, marketing, sales. And in each regard we feel that we can't do that as a minority partner. That's crucial for us because for quite some time it will not be very easy to make money in East Germany." These companies have no sales organisations since they sold their products

V&B facts many obstacles. A suspicious workforce is wor. ried about jobs; job losses will be heavy. East Germany's por. celain and ceramics industry employs 16,000 people, compared with about 17,000 in West Germany and 20,000-25,000 in the UK. Productivity is about one-third that in west ern Europe.

It will have to design and introduce some new products and ensure that quality control standards are maintained Some decisions await legislation on questions of social security, health care and child care, which have hitherto all been provided at factory level The kitchens of the factories, for example, supply meals to retired former employees.

And there is uncertainty about exactly who the com-pany should be negotiating with. The management of the relevant kombinate - East Germany's big industrial groupings - started negotia. tions but subsequently lost their jobs. Talks are now continning with local management though the ultimate decision about any deal will be taken at ministry level in Berlin,

But it is clear that although emotion played a role in pu ing V&B eastwards, it will not be a deciding factor. Because of the difficulties, now much plainer than six months ago, V&B says it is determined not to

man of the Tate Gallery and numerous other wor-

director of Pearson and countless other companies, is not a man who is often lost for words. Not, that is, until it comes to talking about his company, SRU, and what it does, "What do we do? Well, I suppose we are a sort of an off, balance. we are a sort of an off- balancebrains for hire, that sort of thing, But I do not know anyone like us

or who does what we do."

SRU is one of British industry's best kept secrets. It is one of the very few consultancies with an entrie to the bluest of blue chip us. It works for everyone from Marks and Spencer, to ICI and Unilever. It tells Stanhope whether or not to commission a Richard Serra sculpture for its Broadgate development in the City of London. And it advises BAT on how to stave off the unwanted advances of Sir James Goldsmith

What SRU does is to dream up ideas for big business. It is run by Stevenson with Peter Wallis and Colin Fisher. They are all very, very different. Stevenson is busy being great and good among the British establishment. Wallis is

Specialist purveyors of tomorrow's ideas

Alice Rawsthorn takes a look at SRU, a consultancy with an unusual approach which tends to go for the radical solutions

best known, in his alter ego of Peter York, as the sociologist of the green welly-wearing Sloane Ranger set. Fisher is embroiled in the internal politics of the Labour

Their clothes give the game away. Stevenson wears well-worn tweeds. Wallis prefers a parody of the Savile Row suit, an English ver-sion of the Deep South dandy look favoured by Tom Wolfe, the US novelist, on whom he is failing to finish a critical biography. Fisher sports the adman's uniform of a sharp-shouldered suit

The roots of SRU lie in the late 1960s when Stevenson and Wallis were employed by a man called Conrad Jameson, who then ran a market research consultancy and who is now, as Peter Wallis puts it, "the sort of interior designer who tells very wealthy people what to put in their fridges". Both were then in their early 20s. Stevenson had just come down from Cambridge "in a great gloom"

after astonishing himself by miss-ing a first. Wallis, or so his col-leagues say, had been selling antiques on Portobello Road, west London.

Two years later they borrowed £12,000 from the bank and started the Specialist Research Unit, soon shortened to SRU. Their first project was a small marketing assign-ment for Clarks Shoes. Colin Fisher joined shortly afterwards. He was the odd one out. He was a professional market researcher.

In the early days most of SRU's work was in market research. But from the beginning it cast itself in a different role from conventional research consultancies. "In those days market research was almost all about number crunching," says Fisher. "We were always more ted in ideas

SRU grew slowly by gradually gaining new clients and moving into new disciplines. It has since advised ICI on its environmental policy; Ladbroke on inventing new

forms of betting; and Dunhill on how to tap the Japanese lust for luxury goods. Its work for Unilever has

included devising a new structure for the group's European operations which involved stream-lining 18 independent subsidiaries in different countries into one centralised operation in Brussels with national offshoots. The SRU of today is composed of

people — 22 of them consultants based in a sprawling old Georgian house squeezed between the second-hand computer shops and nouveau design consultancies on the fringes of the City of London.
The way SRU works is very idi-

"I have really never come across any parallels," says Mike Dowdall, a director of Unilever. "We have used McKinsey for years and it is brilliant at what it does. But if McKinsey has a limitation it is that it tends to recommend the same thing as a democratic sample of the board. SRU always goes for the radical solution."
"Most research consultancies tell you what is happening today," says John Hegarty who, as creative director of Bartle Bogle Hegarty,

the advertising agency, has worked with SRU for Levi Strauss jeans and the Independent newspaper. "SRU talks about what is going to happen tomorrow."

"They tend to be specialists in a technical sense in that they home in on emotional and personal issues," says Stuart Lipton, chief executive of Stanhope, which has liaised with SRU on its development at Phendents and Vince.

ments at Broadgate and Kings Cross. "I do not know of another SRU is also idiosyncratic in its ethodology. There is the group of millionaires who act as a re panel for its work in luxury goods.
There is the notepad in reception
on which employees record their
comments — "ghastly", "very good"
and "my stewed globon was not free range" - on a new product There are the dinner parties it held when conducting research for the relaunch of Punch magazine. "That is the difference between SRU and a conventional research

consultancy," says David Thomas, Punch's editor, "SRU costs three

to a single buyer.

times as much and it bolds dinner parties." SRU prides itself on eschewing the paraphernalia attached to most consultancies. In the age of the autocne there are no glossy brochures, no flipcharts, no slide

shows, and no statistics. Some people find it all too much. One client recalled watching Peter Wallis present a report to a room-ful of accountants. "They expected the usual deferential consultant reeling off nice, next bullet points that they could repeat to their bosses," he recalls. "Instead, in walked Peter, oozing insouclance. He spoke for two and a half hours without notes. They were terrified of him. One walked out."

"They are intelligent, intuitive people and they do not suffer fools giadly," says Wally Olins, chair-man of Wolff Olins, the design consultancy which worked with SRU for ICI. "Not every client can han-

SRU is now at something of a watershed in its fortunes. It is a substantial business which generated around £5m in fees last year. substantial busine It has a core of blue chip clients with which it has worked for years and which provide the bulk of its income. It also holds minority stakes in a string of other consul-tancies, including an econometrics unit and an industrial research

But if it becomes any bigger SRC could run the risk of becoming too big and too institutionalised. The way it works could change. The ders might find it more difficult to be so closely involved with

In short, SRU could become less like itself and more like other con-

"So far we have been able to enjoy ourselves," says Dennis Stevenson. "After 20 years in business we have not gone public and we only employ 45 people. We are really a failure."

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Barclaus Finan place of business in Barclays Finance Company (Guernsey) Limited exceed £13.5 million. Latest audited accounts available on request from the Managing Director, Mr. Willie Allan.

Deposits made with offices of Barclays Finance Company (Guernsey) Limited, in Guernsey, are not covered by the Deposit Protection Scheme

BARCLAYS under the Banking Act 1987. **GUERNSEY FINANCE COMPANY**

DEPOSITS CAN BE MADE IN THE POLLOWING CURRENCIES: US DOLLAR, CANADIAN DOLLAR, NEW ZEALAND DOLLAR, DEUTSCHEMARK,

FRENCH FRANC, SWISS FRANC, STERLING, AUSTRALIAN DOLLAR, ECU. YEN.

LEGAL COLUMN

Lawyers' league table confirms late 1980s as years of strength

By Robert Rice, Legal Correspondent

IT HAD to happen sooner or - a league table of the top 20 law firms based on gross

A report on the solicitors' profession in England and Wales calculates the gross fee income of the profession for 1989 at 23.9bn. The 170-page report by Databank, a business strategy consultancy, was com-piled on the basis of face-to-face interviews with solicitors, questionnaires and

According to Databank, the top 20 firms alone accounted for 33 per cent of all gross fees, with the rest of the bus being shared by the remaining 9.795 ficus.

The report confirms what has long been believed - that the late 1980s were a boom time for law firms. Last year was particularly golden, with gross fee income growing by 25 per cent over 1988 figures. While boom has not exactly turned to bust, law firms are unlikely to experience such rates of growth again for a con-

siderable time.
Databank attributes the phenomenal 1989 growth rate largely to the post-Big Bang growth in financial services, particularly in the area of corporate finance. The property market was also extremely buoyant during the late 80s.

It warns, however, that pres-sure on profits will become increasingly intense. Some rea sons are the lowering of entry barriers to the profession through EC legislation and changes to the structure of the English profession, a concomi-tant increase in the bargaining power of clients, and a decline in the short to medium term in from the City (except perhaps in the insolvency field).

As might be expected, the report shows that London dommates the solicitors' business Twenty-eight per cent of all law offices in England and Wales are based in London generating 48 per cent of total gross fee income. Firms with only one office

predominate. Other than Clifford Chance, none of the top 30 firms has more than seven offices in total, including overseas offices.

The autlook for solicitors depends on the extent to which the reforms in the Courts and although there are firms that

TOP 20 SOLICITORS' FIRMS IN ENGLAND AND WALES BY MARKET SHARE BASED ON GROSS FEE INCOME IN 1989

Pm ·	₽ 	Fee- earners	Partners	Market share %	Gross fees En
1	Clifford Chance	996	195	4.2	163.8
2.	Linklaters & Paines	623	113	2.9	113.1
3	Lovell White Durrant	. 555	119	2.5	97.1
4	Slaughter and May	515	65	2.2	85.8
5	Freshfields	480	88	21	81.9
6	Allen & Overy	461	90	1.9	74.1
7-	Herbert Smith	400	85	1.8	70.2
	Simmons & Simmons	403	105	1.8	70,2
9-	Denton Hali	387	105	1.7	66.3
	Norton Rose	390	89	1.7	86.3
11	McKenna & Co	324	65	1.4	54.6
12	Nabarro Nathanson	353	95	1.3	50.7
13	Richards Butler	287	75	1.2	46.8
14=	Cameron Markby Hewitt	242	67	1.1	42.9
	Evershed Wells & Hind	249	52	1.1	42.9
18	Wilde Sapte	216	45	7.0	39.0
17=	Stephenson Harwood	212	65	0.9	35.1
	Clyde & Co	200	71	. 0.9	35.1
	Turner Kenneth Brown	205	64	0.9	35.1
20 ·	Alsop Wildnson	187	66	0.8	31.2
	AL FOR TOP 20			33.4	1,302.6
	rs, 9,795 firms			\$6.6	2,597.4
TOT	AL ALL FIRMS	•		100	3,900

egal Services Bill are implemented, the report says. The lifting of restrictions on multinational practices will result in increasing numbers of formal links among law firms within Europe and between Europe and the US.

The issue of multidisciplinary partnerships between accountants and solicitors is complicated by the significant handicaps of differing practice rules and potential conflicts of A big stumblingblock would

be the income differentials apparent between the fee-earning capacity of partners in the large City law firms compared with those in the large accountancy firms, it says. The league table itself contains few surprises. Clifford Chance as the largest law firm

has the largest gross fee income. Linklaters, as the second-largest, has the second-highest, and so on. That holds true, more or less, throughout the top 20,

figure in the top 20 law firms by size but do not figure in this list. The figures have been derived from the percentage of market share attributed to each firm by Databank. As such they are accurate only to the nearest £100.000. is unlikely, for example,

that Stephenson Harwood,

Clyde & Co and Turner Ken-

neth Brown all have exactly

the same gross fee income, but their respective gross fees are sufficiently close not to differentiate between them. In general the figures are higher than might have been expected by using the rule of thumb that solicitors need to

bring in roughly three times Taking average partners' earnings to be 2130,000, average assistant solicitors' salaries to be £40,000 and average trainee solicitors' salaries to be £16,000, Clifford Chance would have a gross fee income of. around £140m. Linklaters

293.9m, Lovell White Durrant

When the American Lawye profiled Clifford Chance at the end of last year the magazine estimated the firm's gross fee income at £150m. That appeared to have been calculated on the basis that all fee earners billed 1,425 hours during 1989 at charging rates of £225 an hour for partners, £90 for assistants and £50 for train-Using the same method, the

gross fee income of Linkisters

would be £92m, Lovell White

Durrant £82m, Slaughter and

£76.5m, and Freshfields £74.7m.

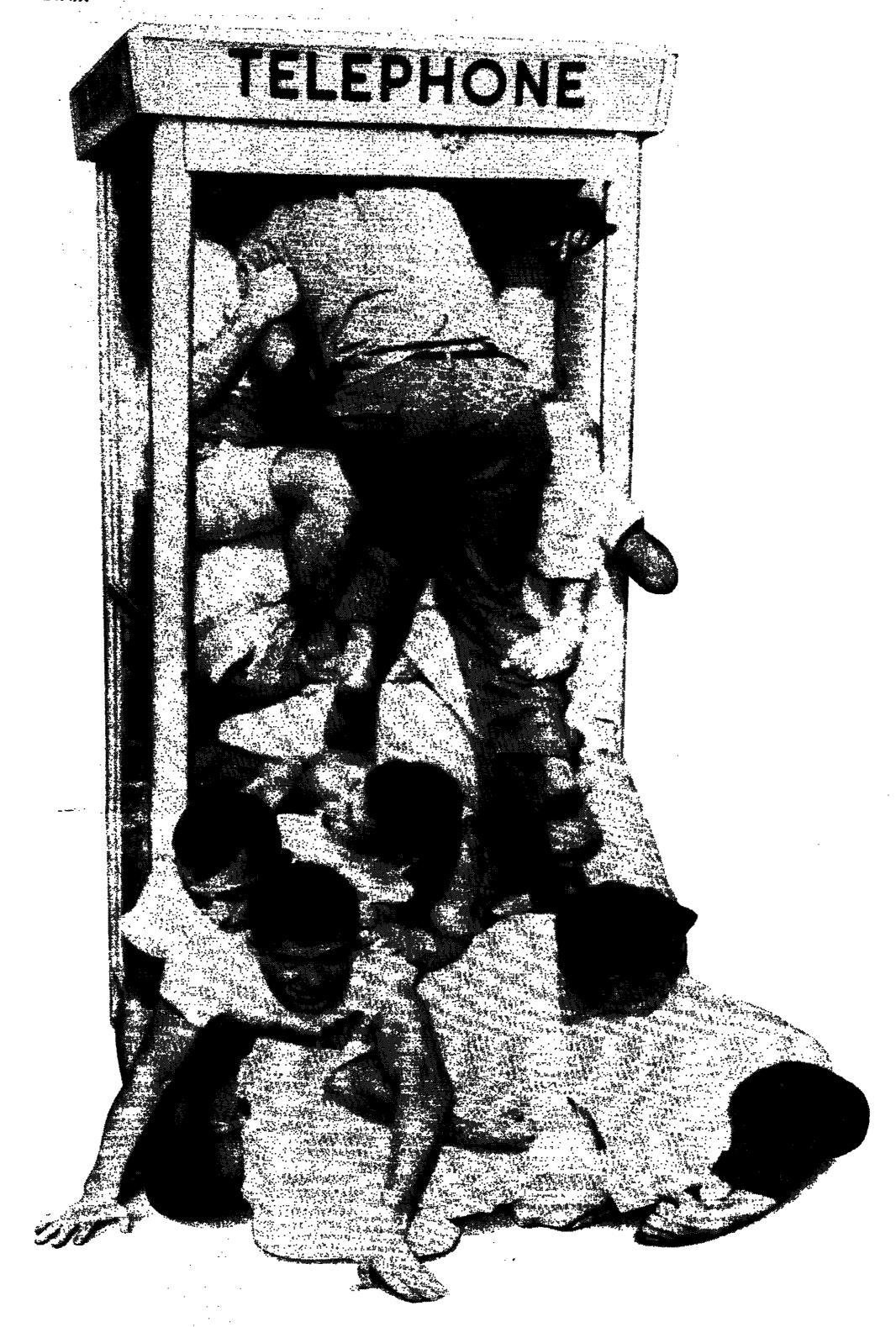
May 276m and Freshfields One year's gross fee income figures on their own tell us ititle about the firms concerned other than that they are not starving. Next year, however. the figures will at last give us an objective benchmark for assessing how well individual

firms are performing.
UK Solicitors. Available from Databank Ltd. 26140 Kensii High Street, London W8 4PF. £83.7m, Slaughter and May



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Overseas work for Taywood

The TAYLOR WOODROW GROUP has been awarded two North American contracts together worth some £18m.

The first is for a water pollution control plant in Pickering, Toronto, valued at more than C\$15m. The second, for California State University, is for a a five-storey faculty building worth nearly US\$15m. Both contracts have been awarded to Taylor Woodrow Construc-

tion.
The Canadian project, awarded by the Ministry of the Environment, involves the construction of two return and waste sludge pumping stations, eight secondary clarifier tanks, a chlorine contact chamber and effluent channel, together with supplying and installing various process, electrical and mechanical equipment.

The plant at Duffin Creek, Pickering, is scheduled for completion in the autumn next In California, Taylor Wood-

row has been awarded a secproject by the trustees of California State University, following a contract to build a business school at Long Beach. The project comprises the

construction of a classroom, student services and faculty office building at San Bernar-

The 133,000 sq ft building will be made of structural steel and metal decking, with pre-cast concrete and glass exteri-

Rail station

Graham Wood's BLIGHT & WHITE subsidiary has won a contract for part of the Dock-lands Light Railway station for Olympia & York. The contract is for the Canary Wharf station roof structure, which will consist of a central high-level roof arching 25 metres above the platforms made of curved trapezoidal trusses with 50 metre

CONSTRUCTION CONTRACTS

London hospital scheme

part of the John Laing Group has won a major contract for the £200m Bloomsbury hospital project in London.

The construction cost for the new hospital will be £140m and JL Project Management, appointed by the North East Thames Regional Health Authority, will provide the project management services during the 10-year period when detailed planning and construction work is carried out and the new and adapted buildings brought into use. The development will provide a teaching hospital on the University College Hospital

site. The scheme will comprise mainly new-build but about a third of the area will involve refurbishment of listed buildings including that designed by Alfred Waterhouse.

The Bloomsbury Hospital will contain 700 beds for in-patients and a further 75 beds for

investigations and treatment on a day basis, together with out-patient and diagnostic

facilities. The new-build complex will be eight storeys above ground level, with basement below in parts and a sub-basement for car parking.

Medical school facilities for

the Faculty of Clinical Sciences will be contained within the new main hospital and the refurbished Waterhouse build-

£12.5m orthopaedic centre for Bristol

C E M E N T A T I O N
CONSTRUCTION, part of the
Trafalgar House Group, has
Bristol's Southmead hospital,
The centre will include
accommodation for the orthobeen awarded a £12.5m contract by the South West Regional Health Authority for the construction of the new Avon orthopaedic centre at

aedic rehabilitation and disapaedic rehabilitation and disa-blement services authorities and will provide 140 beds in five wards, four theatres, a day care facility for out-patients, a

hydrotherapy pool and work shops.
The 12,000 sq ft centre will

be connected to urology depart ment by link corridors. Work is due to commence in mid June and is programmed for han-

New Northumberland shopping centre

Hunting Gate Developments and Aureole Investments, developers of Keel Row, a £9m shopping centre in Blyth, Nor-thumberland, have awarded HUNTING GATE CONSTRUC-TION the building contract on the 60,000 sq ft scheme.

This follows a competitive re-tender for the project, after the original contractor, Brims, was taken into receivership.

The overall confidence in Keel Row continues with the letting programme proceeding apace and already some 70 per cent of the retail space taken by multiple retailers. With completion in January 1991, only five standard and three kiosk units remain available to

Located between Regent Street, Bridge Street and Union Street, the development which is Blyth's first covered shopping centre - links the town's prime shopping pitch around Market Place to the main bus station via a glass roofed mall. Twenty shops in total line either side of the mall and the glazed central square, which in turn links into a new 280 space surface

car park.

£22.6m projects for Mowlem Northern

MOWLEM NORTHERN has been awarded contracts totalling £22.6m.

Orders worth £4.5m bave been secured from English Estates North for industrial developments at Longbenton for the Nelson Industrial Estate, Cramlington, and for high-technology units, also at Cramlington.

For Teesside Development

Corporation Mowlem is undertaking a £3.8m land reclamation project which includes removal of the foundations of a derelict 13 hectare industrial site at Teesdale and replace-ment with crushed slag in preparation for a housing development.
At Goole, Humberside, the

company is building civic offices for Boothferry Civic

Council. The three-storey building costing £2.4m will provide a foyer with artstone panels, and council chamber mayor's parlour and members room, all finished with brown cut American oak panelling. Due for completion in Sep-

tember is a £1.8m office devel-opment at Team Valley, Gateshead, for Enterprise Zone

Nissan car assembly plant extension

Nissan Motor Manufacturing (UK) has awarded a £7.7m design and management con-tract to SIR ROBERT MCAL-PINE & SONS for the Phase 3 extension to the body shop at its car assembly plant in Wash-ington, Tyne and Wear. Two single-storey extensions on the east and west elevations

of the body shop facility will provide an additional floor area of 14,688 sq metres.

Construction, on reinforced

pad foundations, will be of structural steel frame, clad with composite steel panels and roofing to match the exist-

ing buildings.
Work includes the installa-

tion of gas fired indirect heating systems, the provision of external loading bays and gen-eral landscaping. McAlpine Design Group will

be responsible for the design and Turner & Townsend has been retained by Nissan Motor Manufacturing (UK) as quantity surveyors.

INVITATION FOR BIDS

THE EUROPEAN PARLIAMENT

CONTRACTS & TENDERS

NOTICE OF INVITATION TO TENDER The European Parlament has published in the supplement to the Official Journal of the European Communities (O.J. St 1265) an invitation to tender for the nomination of a PKOPERTY CONSULTANT

la assist and advise the European Parlament in connection with a new building complex in

The deading date for submission of offers is 13 July 1990.

The European Parlament 2 Quosa Anno's Gase LONGON SWITH SAA

The European Parliamant Kirchberg LUXS/JBOURG 2929 Tel; 010 352 4300,3500

The European Part Buildings Service Rue Bellerd BRUSSELS 1040 Tel: 010 322 234.34.34

COMPANY NOTICES

CANADIAN PACIFIC LIMITED

At a meeting of the Board of Directors held today, the following dividends were declared:

ORDINARY SHARES
A quarterly dividend of twenty-three
cents (22c) Canadian per share on the
outstanding Ordinary Shares, payable
on July 30, 1990, to holders of record at
the close of business on June 27, 1990.

PREFERENCE SHARES
A semi-annual dividend of \$0.02 per Canadom Dollar Preference Share and \$23 pence oper Serving Preference Shares on the outstanding Preference Shares in respect of the year 1990, payable on July 30, 1990, to holders of record at the close of business on June 27, 1990.

AY ORDER OF THE BOARD.

DJ. DEFGAN VICE-PRESIDENT AND SICKETARY CALOSEY, June 11, 1990

BANK LEUPH (UK) PLC

BANA LEUMI (UK) PLC Principal Paying Agent.

US SIO.GOJ OOG UNDATED PRIMARY CAPITAL FLOATING RATE NOTES

The interest rate applicable to the above News in respect of the interest period commencing 13th June 1990 has been fixed at 81% per aroum.

Incd at 812% per annum.
The inferest amounting to US \$45.11 per US 81,000 and US \$451.15 per US 810,000 principal amount of the Notes will be paid on 1840 December 1990 against presentation of Coupon No. 10.

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INSTITUTE IS HEAREY DIVER, pursuant to Sec-tion 48 of the Institution Act 1985, that a MEETING of the CREDITORS of the zoore named company will on held at The Grand Holes, Grandor Street Excovers on 28 June 1993 at 1020 am for the purposes of having 18.1 Eakers if the report prepared by the Sarran Farther Receivers imagewaters with the Card Social and, if frought in, appointing a Committee Secretary. Chair section and in recipion in appearing a committee. Chaires are wholly secured are small. I to attend or whe is the meeting Stratitiers who are partly sociated may only when it repost of the telamone of the amount due to thom after disturbing the value of the security is ordinated by them. A creditor in respect of a disk due on, or accured by a still of research or promissiony not must rest the habitity of one pattern who is liable, on the said arrow educate to the company os a security that do ty then funded the either permit is story of to a bankruptey order or in faculation.

CINTOD this 11th day of June 1930 Paul 7 Pawell 2000 Administrative Receiver

> DOMINIATES LEWIN (HAソムみほご・してひ (MOSTARBUSH MI)

in useard man with rate 4 (0) of the Incol-or. Pallos 1936, notice to hereby give that I have the third Grant of Learners Grant of I commerce that, Stammers, Middlesses was reprinted Liquidator of the above company by the creditor, on 8th June 1990.

nition is hereby given that the credition of the economic company, are required, on a foliar 20 days 1990 to send their his fill Circleton, and Surnames, their additioness and enscribbing, but Alli phriticalizer of thorizons are enscribbing, but Alli phriticalizer of the days for a claims to the understanted. Renald they dean of Lavarence Grant, 37 Stammers Hill, Shannorio, Michelsone HAT 30S, the Lightwarder of the earld Company, and if so reclaims in writing term the said Liquidator, and personnally or by their Solicitors, to conso in and proof their obes or claims at sort, time and place as shall be specified in 100 notice, or in debutt thereof they will be enclaided from the benefit of any distribution reads before much debts are proved. ation is hereby given that the creditors of

RENTALS

ISLICATION FURNALL KEYGS CROSS Housed (Marconolla: TVF close Tubes M6 Becs 071 007 0188

: 114-ISB/DIB-250 Order No.

Loan No File No

: 2602 TU

Date of Issuance

: June 16,1990

: August 2.1990 **Bid Submission Date** The TURKISH ELECTRICITY AUTHORITY, hereinafter referred to as TEK, has received a can amounting to 140.000.000 USD from the WORLD BANK in various currencies towards the cost of Power Systems Operations Assistance Project and part of the proceeds of this loan will be applied to eligible payments under the Contract (s) for which this Invitation For Bids

The TURKISH ELECTRICITY AUTHORITY now invites sealed bids from eligible Bidders for supply of a total of measuring instruments for distribution systems.

All the above equipment shall be supplied according to the Bidding Documents.

Interested eligible Bidders may obtain further information from and inspect the Bidding Documents at the office of:

TURKISH ELECTRICITY AUTHORITY General Management Commercial Affairs Department Inonu Bulvari No: 27 Kati : 1 Bahcakevler Son Durak **ANKARA/TURKEY** Telex: 42245 Tek tr

A complete set of Bidding Documents may be purchased by any interested eligible Bidder on the submission of a written application to the above office and upon payment of a nonrefundable fee of 100 USD or 300.000 TRL at the following address:

TURKISH ELECTRICITY AUTHORITY General Management Department of Finance Inonu Bulvari No: 27 Kat: 4 Bahcelievier Son Durak ANKARA/TURKEY

Those Bids submitted by the Bidders who did not purchase the Bidding Documents shall be

All bids must be accompanied by a bid security in an acceptable form of 3% (three percent) of the bid price and must be delivered to the above office on or before 14.00 hours on August 2. 1990.

Bids will be opened in the presence of those Bidders representatives who choose to attend at 14.30 hours on August 2. 1990 at the office:

> TURKIS: I ELECTRICITY AUTHORITY General Management Procurement Commission Inonu Bulvari No: 27 Entrance Floor Block A Bahcelievler Son Durak ANKARA/TURKEY

a.m.)

p.m.)

subject, progress in Next Steps Initiative. Witnesses: Mr Mike

Fogden, chief executive,

Unions. (Room 17, 11.30 a.m.)

son, chief medical officer, UKL

Renderers Association, UK

Agricultural Supply Trade

Superintendents Association

Szekely. (Room 8, 4.15 p.m.)

Bill (Room 5, 10.30 a.m.)

Home Grown Cereal Orders.

community and EFTA.

Bill, second reading.

Thursday

Embryology Bill.

(Room 15, 4.15 p.m.)

PARLIAMENTARY Today

Commons: Debate on defence estimates. Lords: Australian Constitution (Public Record Copy) Bill, com-

mittee. Government Trading Bill, report National Health Service and Community Care Bill, report. Enterprise and New Towns

(Scotland) Bill, second reading. Select committees: Agriculture: subject, BSE. Witnesses: Dr D. Tyrell, Dr R. Kimberlin and Dr R. Will. (Room 8, 4.15 (.m.a

Public Accounts: subject. Foreign and Commonwealth Office manpower. Witness: Sir Patrick Wright. (Room 16, 4.30 p.m.)

Committee on a private bill: King's Cross Railways Bill. (Grand Committee Room, Westminster Hall, 2.00 p.m.)

Tomorrow Commons: Debate on defence estimates.

Remaining stages of Greenwich Hospital Bill. Resolution on the Caldey Island Bill Lords: Environmental Protection Bill, committee. Consumer Guarantees Bill,

committee. Committees on Private Bills: Hythe, Kent, Marina Bill. (Room 5, 10.30 a.m.) Midland Metro Bill. (Room 6, 10.30 a.m.)

Commons: Human Fertilisa tion and Embryology Bill, progress on remaining stages.

Lords amendment to the Aviation and Maritime Secu-

rity Bill. Resolutions relating to Finance Bill. Lords: Debate on Government policies on industrial relations. Horses (Protected Headgear for Young Riders) Bill, commit-

Rights of Way Bill, commit-

Entertainments (increased Penalties) Bill, second reading. Question to Government on safeguards for Channel Tunnel Select committees: Environ-

ment: subject, environmental and climatological effects of destruction of tropical rain forests. Witnesses: DoE officials. (Room 21, 19.30 a.m.) Foreign Affairs: subject, UK

policy towards South Africa. Witnesses: UK South Africa Trade Association and Southern African Association. (Room 15, 10.30 a.m.) Agriculture: subject, BSE. Witnesses: NFU, NFU for Scotland, Meat & Livestock Com-

mission, Association of British Meat Processors and Institution of Environmental Realth Officers. (Grand Committee Room, Westminster Hall, 10.45

PC User Show (071-404 4844)

Classic Car Show (044282 3388)

Current

June 19-21

June 21-24

June 23-24

(081-868 4466)

2444)

Trade fairs and exhibitions: UK NEC, Birmingham Grosvenor House Antiques Fair (0799 26699) (until June 23) June 28-30 Careers and Higher Education Fair - DIRECTIONS (081-940

plaints) Regulations 1990.

Olympia Olympia Education Training and Per-Royal Highland Show (031-333 sonnel Development Exhibition and Conference (071-973 6401)

NEC, Birming Health Show (081-783 0055) **Clympia**

Brighton July 11-15 Wine Fair & Festival (0272 Midland Secretary Show Bristol Exhibition Centre

Overseas exhibitions

June 25-29 International Biotechnology Trade Fair - AMSTERDAM BIOTECHNOLOGY (071-495

Amsterdam June 26-30 International Industrial Development Technology, Machin-ery and Equipment Exhibition

TTM (071-486 1951)

Kuala Lumpur International Forestry, Log and Timber Technology Exhi-

bition and Conference -INTERFOREST (081-940 4625) July 11-13 International Professional Recording, Public Address and Duplication Exhibition - PRO

Hong Kong July 11-13 International Jewellery, Gem-stones & Timepieces Exhibi-tion - JEWELTIME (0494 729406)

The Economist: Insurance:

How an industry goes global

Royal Garden Hotel, London

June 26-27 American Metal Market/Paine Webber's World Steel Dynam-

ics: Steel survival strategies V

Harnessing steel's techno-logical revolution (US 212 741

London Chamber of Commerce

and Industry/Barclays Bank: EC structural fund opportuni-

ties - a conference to examine

specific project opportunities (071-248 4444)

The Conference Company: The road to the German informa-

tion technolgy market - How

UK based companies can kick off their marketing campaigns in Germany (971-486 4533)

Federal Trust for Education

and Research - Building a

new Europe: the way to wider union (071-839 6625)

Le Meriden, London

City Conference Centre, Lon-

Plaza Hotel, New York

(071-976 6565)

June 27

June 28

June 29

AUDIO ASIA (0494 729406)

Business and management conferences

Paris

bargh

American Tax Institute: Inter-American lax institutes inter-company (transfer) pricing – US/European tax strategies and planning: public/private sector panel (071-835 7502) Hilton International Hotel,

Mintel: Tomorrow's retailing: juggling for success (071-606 The Barbican, London

The Royal Institute of International Affairs: The Pacific rim future opportunities and challenges (071-930 2233)

Chatham House June 21-22 Beverley Training Services: Winning the trade battle in Greater Europe (0482 868362) Willerby, near Hull

June 22 CBI Conferences: German uni-fication - What does it mean for British business (071-379

Centre Point, London June 25-26 Financial Times Conferences: World gold conference (071-925 Venice

. ;

June 25-26

Anyone wishing to attend any of the above events is advised to telephone the organisers to ensure that there have been no changes to the details published

. .

DIARY DATES

FINANCIAL a.m.) Energy: subject, safety in COMPANY MEETINGS COMPANY MEETINGS
Clearmark, 80 Fleet Street, E.C., 18:00
Finlay Packaging, Business Centro,
Belfast Intl. Airport, 12:00
Hammorson Prop. Inv. & Dev., 100 coal mines. Witnesses: NUM, Nacods and UDM. (Room 8, 11 Hammorson Prop. Inv. Park Lane, W., 12.00 BOARD MEETINGS-Finals: Treasury and Civil Service:

Chancery Charter Cons. Hadleigh Inds. Hewe Joh Meiville Street Inv. Reject Shop Employment Service, and Council of Civil Service · Agriculture: subject, BSE. Witnesses: Sir Donald Ache-Security Archives

Association. (Grand Committee Invicta Sound Room, Westminster Hall, 4.15 DIVIDEND AND INTEREST PAYMENTS-Alcan Aluminium 28cts. Alcan Aluminium 28cts. Beni Leumi (UK) Und. Prim Cap. Fittp. Rate National VIII (UK) Und. Prim Cap. Fittp. Foreign Affairs: subject, UK policy towards South Africa. Hate Nts. \$44.87 Inch Kenneth Kajang Rubber 5 Sp Italian Intl. Bank Sub. Fitg Rato Nts. Olives 6p Suter 5.50 Tempiras 2 Sp Itnesses: Oxfam, CUR, Cafod, Save the Children Fund, Action Aid, (Room 18, 4.15

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English National Inv., 3 Finsbury Aveand the Police Federation. English National INV. 7 Firstley Water-nice, E.C., 12.00 London & Overseas Freighters, Water-mans Hall, 16 St. Mary-at-Hill. E.C., 11.30 Petrocon, & Baker Street, W. 9 00 Rundiman (W.), 52 Leadonhall Street, E.C., 12.00 Shires Inv. 1 Purille Dock, Slackfriats, Public Accounts; subject, Intervention Board for Agricultural Produce Management. Witness: Mr G. Stapleton, chief executive (Room 16, 4.15 p.m.) Shires Inv., 1 Puddle Dock, Blackfriars, Treasury and Civil Service: subject, international mone-E.C., 12.00 BOARD MEETINGS-Finals: Continuous Stationery

tary arrangements and eastern Europe. Witnesses: Professor Richard Portes, Professor T. es & Shipman ML Hidgs. Shanks & McEwan Stoddard Sekers Ind. Rybezynski and Mr Istvan Committees on Private Bills: Tams (John) Interims: Archimedes Inv. Tst. Midland Metro Bill, (Room 6, 10.30 a.m.) Hythe, Kent, Marina

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WEDNESDAY JUNE 20
COMPANY MEETINGSCity of Oxford Inv. Tst., 41 Tower Hill,
E.C., 12.00 Motions for approval on Licensing (Low Alcohol Drinks) Bill, second reading. Committees on Private Bills: E.C., 12:00
Forward Group, Hedging Lane, Dosthill, Tamworth, Staffs., 12:00
Holt (Joseph), Metville Holel, Barton, Stretford, Manchester 12:00
Jove Inv. Tst., 99 Charlerhouse Street, E.C., 2:30 Hythe, Kent, Marina Bill (Room 5, 10.30 a.m.) Midland Metro Bill. (Room 6, 10.30 a.m.) 125 High Holborn, W.C., Commons: Private members'

Shiloh, Holden Fold, Royton, 11.30 BOARD MEETINGS-Lords: Debate on report of the EC on relations between the Access to Heath Records Motions for approval on Northern Ireland orders covering planning and building reg-

ulations and horse racing.

Motions for approval on the
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FRIDAY JUNE 22 COMPANY MEETINGS-Ambassador Socurity, Chartered Accountants Hall Moorgate Place,

Accountants Half Moorgate Place, E.C. 10:00 Associated British Foods, Consaught Rooms, Great Queen Street, W.C., 11.00
Harding, The Birmingham Chamber of Commerce, 75 Harborne Road, Birmingham, 11.00
Renaissance, Beautort House, 75 St. Booligh Street, E.C., 12.00 BOARD MEETINGS-

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FINANCIAL TIMES CONFERENCES

CAPITAL MARKETS WORKSHOPS

The Financial Times and Price Waterhouse joiged forces in 1988 to arrange a highly popular series of capital market workshops. The Workshops provide intensive training for small numbers of individuals and a further one is planned this Summer. The programme provides detailed coverage, supported by case studies of capital markets activities, ranging from underlying concepts through the specific markets and instruments, to practical guidance on key aspects of management and control of the business including operations, risk management and performance measurement.

THE FT CITY SEMINAR 9, 10 & 11 July 1990 - London

This practical three-day Seminar, now in its sixth successive year, provides a broad overview of the institutions and markets of the City of London. The 1990 programme has been updated to include discussion of the impact of the Single European Market and an examination of the changes taking place in Central and Eastern Europe. Speakers taking part include: Andrew Tuckey, Chairman, Baring Brothers & Co, Limited; The Rt Hon John Redwood, MP, Parliamentary Under Secretary of State for Corporate Affairs at the DTI; Geoffrey Barnett, Director General, The Panel on Takeovers and Mergers; Nicholas Jones, Managing Director Care Panel Co. Director, Lazard Brothers & Co Limited, Mark Scient.
Director General. The Building Societies Association,
John Footman, Head of Information Division, Bank of England and The Rt Hon John Smith, OC, MP, Shadow

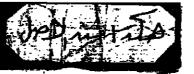
Chancellor of the Exchequer. TELECOMMUNICATIONS AND THE EUROPEAN BUSINESS MARKET 11 & 12 July 1990 - London

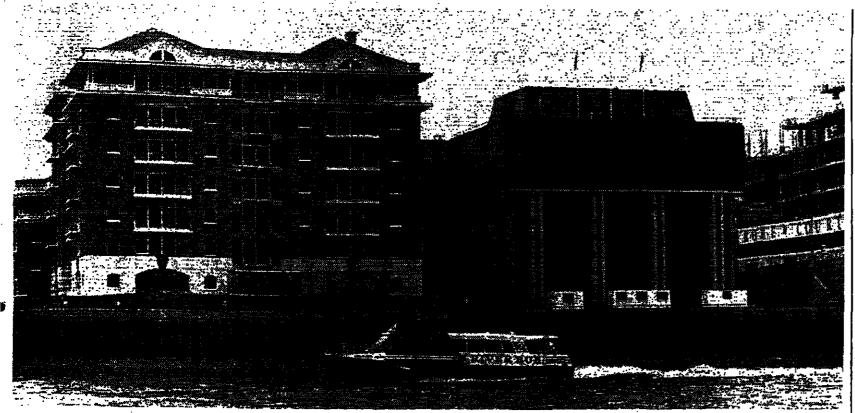
This Financial Times conference, the sixth in this important series, will focus on the needs of the corporate user, how the international trend towards deregulation and the development of new services is providing business opportunities and applications.

Speakers include: Dr Herbert Ungerer, Commission of the European Communities; René Kinsoen, European Council of Telecommunications Users Associations: Professor Michael Beesley, CBE, London Business School; Jean-François Berry, Association Française des Utilisateurs du Téléphones et des Télécommunications: Lionel Fleury, Agence France Presse; Peter Conchie; OBE, British Aerospace (Space Systems) Limited: Bruno Lasserre, Ministère des Postes, des Télécommunications et de l'Espace; Hermann Neus, IBM Germany; Derek Nicholas, Responsible for EEC Affairs, INTUG; Alan Horne, TMA Representative, ETSI; Greg Staple, International Institute of Communications, Bernard Smedley, Motorola Inc.

All enquiries should be addressed to: Financial Times Conference Organisation 126 Jermyn Street, London SW1Y 4UJ Tel: 071-925 2323 (24-hour answering service) Telex: 27347 FT CONF G Fax: 071-925 2125







All hung up on Bankside: Red Lion Court with its period face, left, next to the FT glass rectangle, Number One Southwark Bridge

ARCHITECTURE

Neighbours with an identity crisis

To help the reader understand inscrutable. It's hard to know what you what the following are thinking. But then they call you no conversation is all about, he comment don't they? I'm going to be would be well advised to stand upon Southwark Bridge and look downstream towards the south eastern corner of the bridge where the headquarters of this newspaper are modestly situated. He will see two new buildings alongside the Thames. The one closest to the bridge (known as Number One Southwark Bridge, home of the FT) is a glassy box with protruding upper floors and granite clad supporting members all round the building. The other, downstream block has the air of an older construction with brick and stone and vaguely classical details, and is just being

These two office blocks represent in a low key fashion the architectural dilemma. I wondered what the buildings themselves think about it all. The Financial Times building speaks for the building speaks first to his neighbour.

first to his neighbour.

"I hope you don't mind my introducing myself, but I been watching you grow. You are looking extraordinary. You know Oscar Wilde said that it is only shallow people who do not judge by appearances — well, he would have been fascinated to know why we both look the way we do. I'm settling down in Southwark now. but settling down in Southwark now, but I'm still waiting for them to finish my I'm still waiting for them to finish my railings and my entrance; it's dreadful how long builders can take, don't you think? They call me Number One, by the way, what's your name."

"I'm glad you took the plunge and spoke first, because I have been glancing in your direction but I find all

your smooth dark glass rather

are thinking. But then they call you 'no comment' don't they? I'm going to be known as Red Lion Court. There's a wharf not far from here called Red Lion Wharf and I suppose my developer, Mr Regalian, wanted to make me sound a bit historic because it's quite hard, you know, to get people to come to Southwark from the City, even though we're only a few yards across the river. Mr Regalian Properties are lucky to have pre-let me to Lloyds Bank. Not quite as stylish as The Financial Times Oh, I wouldn't say that. The South

side of the river seems to be quite popular with banks, you know. Just upstream the Midland Bank are building a huge cheque clearing centre, near where they're going to rebuild The Globe Theatre. But I'm sure you'll be at home here - after all, they call it Bankside. But forgive me being personal, but why do you already look like an older building? Is that something banks particularly like?" "I don't know that banks have any architectural views. All I know is that the architects invented this new kind of architecture where you build a frame of steel and then hang on it what ever you want. Because there's a lot of local authority houses behind me I think the planners tried to get something that looked domestic. Would you, just for

the benefit of your readers, like me to describe myself?"

"Yes please, speak away Red Lion Court – as long as I can do the same."

"Well, I don't want to boast, but I'm what is known today as a quality building. You see, I appear to be traditionally built of brick and stone

and my roofs are pitched and look as though they are made of slate. Of course you know that really I'm just like you beneath the skin, but my architects think I'm the last word in current architectural thinking. You may think you are modern, but I am post modern, which is much more up to the minute. I have a rusticated stone base and these big arches and key stones on the ground floor that I'm very proud of. Don't you think they are rather grand? You can't miss my entrances. The round lanterns are entrances. The round lanterns are rather swish too. But then the really special thing is that I've got pediments. Above my projecting white cornices (and they are a bit odd I must say, they make me feel quite awkward — a bit like having shoulder pads that are too big) there are traditional white triangular and invents. triangular pediments. They just delivered them on the back of a lorry and swung them up here on a crane. I'm really made up of pleces that are made off the site. Somebody in your

mane out the size. Someword in your paper described me as "wallpaper architecture" – I know what they mean; I have to admit that, my styling is only skin deep. What do you think of my granite stripes and my delicate balconies?" "I rather hoped you wouldn't ask quite such direct questions. Those balconies don't look substantial enough to me and I wonder why on your side wall you already have bricked up windows. It's the poll tax that Southwark are protesting about, you know, not the revival of a window tax. But let me tell you about myself; after all the FT has been here longer than

you have. They tell me that my s

glassy appearance goes way back to the

late 1960's when I was designed in detail for another developer altogether – European Ferries I think it was. - European Ferries I think it was. Anyway, when Mr Regalian bought this site he found he already had a completely designed building ready to go - even the working drawings were done. And so, although I was built at the end of the 1980s, I have to admit that I was designed at least 20 years ago. It is a bit embarrassing really because the FT ought to have had an ago. It is a bit embarrassing really because the FT ought to have had an office building that really was the state of the art. But you can't see inside me. They brought in Michael Hopkins and he has done a pretty cool exercise making the place work and look elegant. Funnily enough, your arrival next door with all your colonial appendages has made me look rather sleek. I feel a bit more confident now."

"I never thought that the FT lacked "I never thought that the FT lacked confidence. You really do make me feel a hit nervous now. I'm not sure what I'm supposed to be. Do you think architects know what they are up to? Or are they just ready to do whatever fashion the developers want. The planners interfere a lot, don't they? Round here they have a job to know what is best for Southwark. But your smooth preferreds and my period face. smooth rectangle and my period face are just disguises for rentable floors. We don't have much to with people or we don't have much to with people or the city, you know, because we were both just speculations. You can't get good designs without clients who really care. By the way, Financial Times, what's the name of your architect?"

"Well it's a big commercial firm called T.P.Bennet and Partners."

"Funny, that same as mine."

Colin Amery

Francesca and Clytaemnestra

BLOOMINGTON

5 A 1803

In one of the Americo-Russian educational exchanges that become increasingly common. the Moscow State Conservatory sent two graduate casts and a conductor over to Bloomington, Indiana, to sing in the first American productions of Rakhmaninov's opera Francesca da Rimini, given in a double bill, with a Blooming-Eaton's The Cry of Clytaemnes-tra sung by Bloomington students; and then the bill went to Moscow, where a State Conservatory orchestra played.

Rakhmaninov, whose Aleko was given at the Bolshoy in 1896, had a brief but apparently

brilliant period, 1904-06, as musical director there; *Fran-*cesca and his Pushkin one-acter The Miserly Knight appeared at the end of it. Francesca has had few performances since though a Melo-diya recording with

Kasrashavili, Atlantov, and Nesterenko has had some circulation. I thought it a disappointing, ill-proportioned, and undramatic opera. The libret-tist was Modest Chaikovsky Too much of the work is pre-lude: Virgil and Dante entering the Circle of Hell where the shades of sensual sinners are endlessly whirled. After 57

as if uninterested in one Chytaemnestra, on the other hand, made a powerful impression. It is one of the strongest

American operas, with vocal lines that etch themselves on a listener's emotions. (First seen cesca and Paolo is enacted. none too deftly, in 80 pages, and there is a 20-page coda of wordless lamentation, back in at Bloomington in 1980, it has also been produced in New York, San Francisco, and Pur-Nothing much stayed in the chase.) Agamemnon's return to Mycenae is imminent: Clytemnestra recalls the sacrifice of Iphigenia (a memory scene), contemplates the welcome that she plans for her husband (a mind except a general impression of the turbulent instrumental writing, with the chorus treated an another orchestral division. The Russian singers had voices but they were stodgy, unimpasmurderous flash-forward sioned actors. Francesca and Paolo pumped out love duets scene), and as harsh fanfares

blare out announcing his return she goes to meet him, resolute and triumphant, and the curtain falls. There are roles for Iphigenia, Calchas, Electra, Orestes, Aegisthus.

nate, and an extended cry from Clytemnestra, torn as if from her soul, punctuates the score. Nelda Nelson was a gleaming, potent heroine. The opera is composed in quarter-topes and for a small orchestra of soloists, with electronics. The Bloomington performance, con-ducted by Thomas Baidner, was vivid. One speculated what the Russian players would make of it; in fact, the composer reported that he had never heard his score more sourcetaly or more pession. accurately or more passion-

Past, present, and future alter-

ately played. Andrew Porter

The Black Rider

VIENNA FESTIVAL

The charming Austrian lady MP on the flight over tutted and clucked at the mention of the Vienna Festival, confidingly hissing that it was not always very good. (I said we had the same trouble with Edinburgh.) She added, conversely, that Salzburg was outrageously overpriced and hard to get into, and you could catch the same things at the State Opera.

Without wishing to trespass on my musical colleagues' territory, I can confirm the solid virtues of a Zauberflöte at the Statesoper. Carlos Kalmar, a the Vlenna Festival, confid-

Staatsoper. Carlos Kalmar, a young conductor new to me, directed a plushly symphonic reading, warmer and richer than we purist Anglo-Saxons are now used to. A little speedy are now used to. A little speedy for Monostatos (a real tenor, unlike Covent Garden's dryvoiced comprimario), a little slow for Sarastro (though the venerable Kurt Moll's "In diesen heiligen Hallen" was nobly sung), the performance boasted the most mellifluous Three Ladles of my experience, Luciana Serra in effortlessly spiffire form for the Queen of spitfire form for the Queen of the Night's second aria ("O zittre nicht" was more tenta-tive) and Deon van der Walt transformed by the Staatso-per's comforting acoustic from the reedy tenore di grazia we brow in London into a singing know in London into a ringing near-heroic Tamino. Anton Scharinger wasted no gags on the audience, possibly because it consisted mainly of Japanese and Americans, so his Papageno seemed incomplete despite a beefy but focused bass-baritone, a facial resemblance to the young Hermann Prey and hints that he could clown adequately if put to it by Otto Schenk's unobtrusively conventional production.

Robert Wilson should have a go at Zauberflöte. The American theatre wizard has collaborated with the writer William Burroughs and rock musician Tom Waites on a version of Der Freischütz that owes more to Thomas de Quincey's The Fatal Marksman than Weber's opera. The Thalia Theater of Hamburg brought their world première production to the Messepalast for the crowning week of the Festival. The Black Rider or The Casting of the Magic Bullets was a wonderful stylistic mixture of grotesque comic strip, expressionism and sent-up Hammer horror. Doctor Californi crossed with Cabons. Caligari crossed with Cabaret.

Burroughs' text spoken recounts the folktale of the marksman who bargains with marksman who bargains with the Evil One in return for what the English synopsis referred to as "enchanted balls." Easy, perhaps, to read a certain sub-jective allegory into the seeker for truth's dabbling in pro-scribed arts; Burroughs' own creative life has meandered down arcane paths of drugs and sex. The production beau-tifully underlies the poisoned folksiness of the text's blend of simple and sinister. The auditorium rings with fairground

spews out the cast of ashenfaced, mascara-eyed automata. Wilson both uses and subverts the traditions of horror, both sending them up and exploiting them to create a world of

nichtmare menace. The dialogue is German with quite a bit of English thrown in ("Put down a pen and pick up a gun/Easy said and schoor getan"); the songs are sung in the American that now passes for English on the continent, and indeed much of England. Tom Waits himself has men-tioned Brecht and Weill in connection with his new numbers; in fact the haunting tunes and gothic imagery put the score in a more romantic mould. One hesitates to drop the dread name of Lloyd Webber -Waits' songs are tougher, more melodic and more gutsy - but this is the sort of music that could, should, have clothed The

Phantom of the Opera.
Silhouettes, bird-beaded creatures, a dream landscape of bloody cadavers of men and beasts, a tragi-comic hero whose trousers fall with the comic promptness of a farcical stooge, a leering tempter who drags his scarlet coat-tails along the ground like a red rat and some accomplished vocalising – all leave one uneasily uncertain as to how tongue-in-cheek the treatment is; and how forked and flickering the tongue may be. A fascinating show.

Martin Hoyle

Philharmonia

FESTIVAL HALL

For a long time after the Second World War, Prokoflev's Fifth Symphony was heard more often than Shostakovich's; now, much less. It is a good piece, in its truculently confident way, and it was good to hear it again last Thursday in Charles Dutoit's well-sprung performance with the Philhar monia. I doubt that Prokofiev's "Andante" for the opening movement meant something quite so measured as Dutoit's tempo (Russian conductors at home and abroad prefer a bris-ker stride), but it was firmly held, and the climaxes went off with terrific reports.

The cool Dutoit never pulls

music about, though he gave full value to express effects like the crackling, shricking close of Prokofiev's finale. Here

players sounded shyly British about characterising the mate-rial in unabashed Slav style. One realised that with a jolt when - by contrast - the first clarinet launched that finale with rollicking wit, idiomatic as could be (one looked quickly to see who it was: Michael Collins, of course). Granted the prevailing temperateness, it was a decently resounding performance, in places soigné well beyond the norm.

That was certainly true of

Falla's Three-Cornered Hat dances at the start of the programme, which Dutoit treated with far more attentive subtlety than most conductors bother to summon up. He lost none of the excitement thereby, though he and the castanet-player (better than tourist-class, but not the real

thing) failed to achieve perfect rapport in the Jota.

In the lovely Berlioz cycle Les Nuits d'été, the conductor shaped exquisite passages in the accompaniments - the passing apparition in "Au cimetière" was magical — while his soloist, the mezzo Jard van Nes, did her own Dutch thing.

It is a lovely voice; plain sincerity and dogged rhythm are not enough for the Nuits d'été, however, nor experimental French vowels, nor weak attack on the top notes of "Vil-lanelle" or "Le Spectre de la Rose" (impredently slow, anyway). In other things, Miss van Nes is generally a great plea-sure to hear.

David Murray

Kunakova and Zelensky

The beauties of the Kirov "Swan Lake" – that combination of clarity and assurance in dance; serenity and dignity in form - seemed at their most persuasive on Saturday afternoon as a frame for the performances of Lyubov Kunakova and Igor Zelensky. Kunakova is an established and distin-guished ballerina; Zelensky a young man on the brink of what must surely be a magnifi-cent career. His interpretation is at present impeccable in manners, broad in gesture, feeling controlled in Kirovian fashion, the role of the youth-ful prince drawn with a touching simplicity. It is against the rules of this production for Siegfried to make the sort of dramatic fuss we know from other stagings: we see him briefly torn between scholarly tutor and goblet-bearing Jester, and we sense traces of melan-

tion whose greatness lies in its noble discretion.) But as the first act, with its elegant and eloquently placed mime, ends, Zelensky's Siegfried suddenly unleashes a couple of steps, devouring the stage with mas-sive power, and his prodigious dance quality is at once evi-dent. With the ball-room duet, we see something of the range of an exceptional danseur. The jump is massive, absolutely unforced, so that Zelensky seems to ride his leaps as a surfer might a huge wave . A circuit of the stage eats up space, movement stretched vastly out and unmarked by any strain. The most engaging thing about this dancing is Zelensky's evident delight in physical bravura; the most commendable thing the absence of mannerism and the academic grace of his style, with its easy harmonies of "contraposto." His abilities still look unblemished, school-room pure: they promise great The partnership with Lyu-

bov Kunakova is happy. She is an artist who draws us into her role by the clarity of her dancing. The choreography is generously exposed - her arms crown every action; her line is pure, musically responsive in setting out a phrase – and the dramatics are unemphatically true. Lovely the way, as Odette, that she rises to the greatest emotional moments of the pas de deux so that feeling seems to course through each movement; admirable the way in which her Odile dominates Siegfried without "femme fatale" antics destroying the limpidity of her style. It is a performance, like Zelensky's, that tells of the continuing

Clement Crisp

genius of the Leningrad school, and the abiding merit of the

purest academic classicism.

ARTS GUIDE

MUSIC, OPERA, and BALLET

Abdullah Ibrahim and his band Skaya: 'Celebration' South Africa new nation' (Tues). Royal Festi-val Hall (928 8800). Artaria String Quartet with Clara Taylor (piano). Beethoven and Schumann (Wed). Purcell Rosm (1982 1992)

Room (928 8800).
Royal Philharmonic Orchestra
conducted by André Previn, with
Viktoria Muliova. Brahms, Elgar
(Thur). Royal Festival Hall (928

Paris

Alfred Brendel (piano). Haydn, Schumann, Beethoven (Mon). Salle Pleyel (45638873). Lucia Valentini Terrani recital (Mon). Salle Gaveau (45632030). Frans Brueggen conducting an 18th century orchestra and flute soloist. Bach, Schubert (Tue). Salle Pleyel (45638873). Jessye Norman rec(tal. Brahms, Mahler, Satie, de Falla (Wed). Salle Pleyel (45638873).

James Bowman (counter-tenor), Philippe Foulon (viola da gamba), Florence Malgoire (vio-la) lin), Daniela Salzer (harpsichord) and Alain Viand (violin) play Buxtehude, Franck, Purcell and Telemann (Wed). Cercle Royal Gaulois (653 48 52).

Antwerp

Judith Vindevengel (soprano) accompanied by Alain Franco (piano) songs of Bernstein, Messiaen, Satie, Strauss and Weill (Mon) Sint Elisabethgasthuis.

Frankfurt

Frankfurt Opera and Museum Orchestra under Gary Bertini with Kyung Wha Chung (violin) plays Webern, Mozart and Tchaikovsky (Mon),

pages of it, the story of Fran-

Mikhail Pletnev (plano) playing Tehaikovsky and Chopin (Mon).Teatro Alla Scala

Giuseppe Sinopoli conducting Beethoven's Missa Solemnis (Mon. Tues). Auditorium in Via

Paul Badura-skoda (piano). Mozart (Tues). Auditorio Nacional de Musica (337 01 00). Ian Fountain (piano). Schubert, Liszt, Chopin (Wed). Auditorio Nacional de Musica (337 01 00). Irina Zurina (soprano) and violin virtuosi. Handel, Paganini, Rach-maninov, Dvorak, Brahms, Ravel (Mon, Tues). Tartini, Handel Mozart, Bach, Albioni, Paganini, Shostakovich, Rimsky Korsakov. Prokofiev, Stravinsky (Wed, Thurs). Teatro Monumental (230

Philiarmonia Orchestra conducted by Charles Dutoit. Berlioz, Falla, Prokofiev (Mon).
Palau de la Musica Catalana (301

New York Marilyn Horne recital with Martin Katz (piano). Dvorak, Gersh-win, Berlin, Kern (Thur).

Carnegie Hall (247 7800).

Oleg Malsenberg (piano). Rach-maninov, Prokoflev, Tchafkov-sky, Stravinsky (Tues). Tokyo Bunka Kaikan, recital hall (401

Japanese Classical Music. Works by Tokubide Niimi for traditiona instruments, conducted by the composer (Tues). Tsuda Hall (402 1851).

Orchestre de Chambre Jean François Paillard, with Gerard Jarry (violin). Pergolesi, Haydn, Bach (Wed). Tokyo Bunka Kaikan (289 9999).

Japan Philharmonic Orchestra, conducted by Ken-Ichiro Kobay-ashi, with France Clidat (piano). Liszt, Stravinsky (Thur). Suntray Hall (284 5911). The King's Consort. Handel, Vivaldi, Purcell, Bach (Thur).

Casals Hall (403 5871).

London

English National Opera, Coli-seum. No performances until August. Ballet. At the Collscum the glori-

ous Kirov Ballet brings in a new staging of *The Sleeping Beauty* (Tues, Wed). At Covent Garden the Royal Ballet presents Romeo and Juliet (Wed).

Chatelet. Handel's Alcina inspired by Orlando Furioso, conducted by William Christie with Arleen Auger in the title role is co-produced by the Grand Théâtre de Genève and the Ensemble Orchestral de Paris

Théâtre Royal de la Mi Richard Strauss's Der Roseni Ker performed by the Monnais opera and orchestra conducted by Emil Tchakarov, sets by Carlo Tommasi, staged by Gilbert Dello with Judith Beckmann, Gunter Missenhardt, Lani Poulson.

Theatre Royal. The Royal Wallonia opera in Puccini's *Manon Lescout*, staged by Pierre Fieta with Jules Bastin, Damiel Munoz, Danuta Salska, Marcel Vanaud.

Opera. Der Feuervogel/Le Socré

Opera. Der Fettersogetile Sacre
du Printemps/Bolaro are all choreographed by Maurice Béjart.
Don Giocanni has a newcast led
by Angela Denning, Stefan Margita, Marietts Kemmer, Julien
Robbins, Manfred Roehrl and
conducted by Heinrich Hoelimises. A Liester workel by type. conducted by Heinrich Hoeli-raiser, A Lieder recital by two famous bass singers Kurt Moll and Harald Stamm singing Men-delssohn, Anton Ruhinstein, Dvo-rak, Ravel, Shostakovich, Mattie-sen and Schubert. La Bohème is sung by Kallen Esperian, Gwendolyn Bradley, Antonio Ordonez and Andreas Schmidt.

Also *Der Barbier von Sevilla* and a Kaja Borris Lieder recital. Hamburg

Opera. The Brecht/Weill opera
Aufstieg und Fall der StadtMahagonny has a strong cast led by
Ning Liang/Renate Spingler, William Pell, Eva Gilhofer, Oskar
Puergstaller /Piotr Czejkowski
and Toni Blankenbeim.

Frankfurt

Opera. The successful La Cle-menza di Tito production convinces thanks to Alicia Nafe, Ana Pusar and Keith Lewis. Also offered Il Barbiere di Sivialia.

Opera, Jean Pierre Ponnelle's wonderful *Die Hochzeit des* women'm *De Hochseit des Figuro* production features Aslley Putnam, Teress Ringholz,
Alessandro Corbelli and Martin
Finite. *Die verkaufte Braut* is
a well done repertoire perfor-

Opera. Rossini's rarely played Mose is sung by Cornella Wul-kopf, Doris Soffel, Alejandro Ramirez and Manfred Schenk. Rigoletto has a first-rate cast le by Daphne Evangelatos, Mariella Devia, Leo Nucci and Kurt Moll. Devia, Leo Nucci and Kurt Moll. Onegin has John Cranko chore-ography. Die Jungfruu von Oris-ans stars Waltruad Meier, Julia Conwell, John Broecheler and

Teatro Alla Scala. Last opera this season is a slightly sinister rendering of Tchalkovsky's Queen of Spades by the Russian/ American cinema director Andrej Koncialovsky set in a twilight 18th century designed by Felo Koncialovsky set in a twilight
18th century, designed by Ezio
Prigerio. Mirella Frent, Vladimir
Atlantov and Margherita Zimmerman lead the cast, conducted
by Setji Osawa. Also a repeat
of La troniata, conducted by Riccardo Mutt, with the young
Tiziana Fabbrichni as Violetta
(20.81 20.)

June 15-21

choly in his temperament. (This is enough, in a produc-

Teatro Valle. The Teatro Tearro Value. The Tearro dell'Opera opens its summer season here with Paisiello's Don Chisciotte, in Pino Micol's production with sets and costumes by the painter Ugo Nespolo.
Paolo Barbacini, Riena Zilio and Nassie Borda Lead the cest com-Nuccia Focile lead the cast, conducted by Gall Gilgor (654.3704).

Testro Comunale. Luciano Pava-rotti in GiulianoMontaldo's pro-duction of Verdi's *Il Trovatore* conducted by Zubin Mehta

Teatro la Fenica. A romantic and highly successful production by Pier Luigi Pizzi of Wagner's Lohengrin, conducted by Chris-tian Theilemann, with Francisco Araiza in the title role (5210161).

New York

Metropolitan Opera. La Traviata conducted by Christian Badea is performed tree in Central Park with Marilyn Mima as Violetta, Alfredo Kraus as Alfredo and Sherrill Milnes as Germont (Tue).

Tokyo

Ballets Trockadero de Monte Carlo. The all-male company in their endearing send-up of the classical tradition. Nakano sin Plaza. (980 9988). Ends

OBITUARY

Dame Eva Turner

Dame Eva Turner, one of the outstanding dramatic sopranos of the inter-war years, has died, aged 98. Eva Turner was born at Old-ham, Lancashire, in 1892 and

ham, Lancashire, in 1892 and brought up in Bristol, where she studied singing with Dan Roothan, continuing her training in London at the RAM. The prentice years were spent with the Carl Rosa Opera Company, singing a wide range of parts between 1916 and 1924, when Toscanini's assistant Ettore Papaign, heard, her and Panizza heard her and arranged for her to audition with the master, who engaged her for La Scala, Milan.

Her debut there (as Freia in Das Rheingold, in 1924) marked the beginning of an interna-tional career which brought her on several occasions to Covent Garden at a time when British singers, in the summer seasons at least, were rarely heard in major roles. The voice was huge, under iron control with brilliant cutting power but also plenty of warmth. The top was impregnable, the low notes firm without chestiness, the middle register lustrous

and strong.
Turner's most spectacular role was the heroine of Puccini's Turandot. The high tessitura held no terrors for her when many years later she heard Alfano's first version of his ending to the unfinished third act, she exclaimed "I

would love to have sung that " Notable concert appearances with Beecham at Queen's Hall included, on one occasion, excerpts from "Les Troyens"

and on another a thrilling account (in Finnish) of the for-midable *Luomotar* of Sibelius. The Second World War robbed Turner of what should have been the climactic years of her operatic career. Instead of returning to the US, where she had been heard in three seasons at Chicago, she preferred to remain in wartime Britain, singing at concerts (the Proms included) for the general public and forces.

She re-appeared at Covent Garden as Turandot in 1947 and 1948, then slipped unostentatiously from singing to teaching - at the University of Oklahoma from 1950 to 1959, later at her old London college,

For many years at home and abroad Eva Turner continued to share her wisdom and experience with young artists and, through radio and TV, with wider audiences. She was greatly loved for her spontaneous, down-to-earth friendliness,

accessibility, helpfulness and unquenchable energy.

She was made DBE in 1962 and her 90th birthday in 1982 was marked by a big public celebration at Covent Garden.

Ronald Crichton

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Monday June 18 1990

Schengen back on track

THE treaty of Schengen, abolishing all frontier controls between France, Germany and the Benelux countries, is to be signed tomorrow. This follows a six-month delay caused by the dramatic turn of events in East Germany last autumn. The treaty was to have been signed on December 15, but at the last minute the West German Government backed out.

The treaty requires its signatories to enforce controls to a common standard at their frontiers with third countries: only on those terms did each feel confident that it could abandon its national controls with impunity. In the circumstances of last autumn East Germany would have been a third country and therefore the frontier "Schengenland" would have run along the inner German border. By last December the idea of imposing controls on that border from the western side had become unthinkable.

The problem would still arise today if the treaty were to enter into force immediately on signature. But it requires ratification by the national parliaments of all the signa-tory states, which is expected tory states, which is expected to take at least a year. The signatories hope that the actual dismantling of the frontiers can happen by January 1, 1992; and they are tacitly assuming that by then East Germany will be part of the Federal Republic, so that the eastern frontier posts of Schen-genland can be constructed along the Oder-Neisse line.

Internal market

Seven EC member states find themselves outside Schengen-land - some of their own volition, others (notably Italy) because they are not yet in a position to guarantee the impermeability of their "exter-nal" frontiers (or coasts) to the standard that the Schengen signatories require. All, however, put their names to the Single European Act of 1986, pledging the European Community to establish its internal market by December 31 1992, and specifying that "the inter-nal market shall comprise an area without internal frontiers goods, persons, services and capital is ensured".

supported by most of the member states, argues, plausibly enough, that this implies the removal of all border controls within the Community. Those who resist that argument notably the British Government - take their stand on the words immediately following those quoted: "in accordance with the provisions of this treaty". The treaty in question is the Treaty of Rome, which the Single Act amended.

Unimpeded movement

Britain argues that, while it certainly envisaged unimpeded movement for the nationals of member-states, it did not intend this privilege to be extended to nationals of third countries. Ergo, member states may maintain border controls in order to check the movements of third-country nationals between them. Also, Britain quotes the declaration accompanying the Single Act, under which: "Nothing in these provisions shall affect the right of member states to take such measures as they consider nec essary for the purpose of con-trolling immigration from third countries, and to combat terrorism, crime, the traffic in drugs and illicit trading in works of art and antiques." Needless to say, Britain counts border controls among such

The first of these arguments is mere legal logic-chopping and files manifestly in the face of the whole spirit of the act. The second is more serious. Clearly, before removing bor-der controls at national frontiers, the authorities in each country do need to be convinced that they can have confidence in the policing of the common external frontier by all the other member states and that their chances of apprehending terrorists, drug alers and other serious criminals are not seriously impaired. The agreements reached last week in Dublin by Justice and Interior ministers should help to achieve that.

Meanwhile the five Schenger countries are to be congratu-lated on their bold experiment. The results during 1992, when their treaty is already in force and the last details of the internal market are being negoti ated within the Community

The politics of **NHS** reform

THE timing of politically tant. Sir Norman Fowler's overhaul of the UK social secutively smoothly because imple-mentation of the changes was delayed until after the 1987 general election.

In 1988, however, the Thatcher Covernment's triumphal mood led it to take bigger risks with National Health Service reform. Controversial changes — such as the creation of self-governing hospitals and the delegation of cash budgets to general practitioners – are scheduled for next April, dangerously close to the next general election. With the Labour Party well ahead in the opinion polls, ministers are under standably anxious to avoid a wave of protest about the "dis-

mantling" of the NHS.

During the past year, ministerial rhetoric has subtly changed. The original goals of NHS reform were couched in commercial language. There was much talk of the virtues of an "internal market" in which hospitals would have to "compete" for the custom of

Much of this terminology bas since been dropped. Dis-tricts have become "commis-sioners" of care, GPs will be "fund-holders" and the differ-ent parts of the NHS will "contract", rather than compete, with each other.

Thus described, the reforms appear evolutionary rather than revolutionary, a natural progression from earlier efforts to improve efficiency.

Changes in terminology The changes in terminology

are sensible. It was stupid to alarm doctors needlessly with talk of markets and competi-tion. But it would be wrong to suppose that Mr Kenneth Clarke, the Health Secretary, is yet prepared to postpone or radically amend his proposals. On present plans, health authorities are to be reconstituted along business lines, cash budgets delegated to a number of family doctors and some large hospitals converted into legally independent agen-

It would make sense to talk of a major climbdown only if the Government announces that no hospitals will become self-governing before the next election or that the plan to create fund-holding GP practices has been dropped.

Mr Clarke is pressing ahead with the creation of new structures within the NHS. There is however, a general recognition more apparent than real for several years. This is less a reflection of loss of nerve on the part of ministers than of the sheer complexity and iner-tia of the NHS, which remains the largest civilian employer in western Europe. Once contracts are in place, commis-sioning districts will in principle be free to purchase services from any hospitals in the public or private sectors.

In practice they are likely to start by placing contracts with their existing suppliers; change will thus occur at the margin. The same is likely to be true of fund-holding GPs and newly independent NHS hospital

Split responsibility At bottom, the NHS reforms

are about creating a division between the purchase and the provision of health care. As hospitals are spun off as inde-pendent trusts, districts will gradually lose responsibility for the direct provision of care. In theory, this will allow them to concentrate on their pri-mary task which will be to mary task which will be to assess the health needs of their resident populations and arrange for cost-effective and high-quality care. In the long run, this split of responsibilities could lead to big changes in the distribution of resources between wedlets. between medical specialities and to a bigger role for private providers. But change is likely to occur gradually, regardless of election timetables.

There are many risks associated with the reforms, not least the possible fragmentation of services.

If the Government is forced to proceed a little more gingerly than it once planned, this may be no bad thing. But it would be wrong to abandon the goal of separating the purchase and provision of care.

In the longer term, if backed by sufficently generous fund-ing policies, this could result in significant improvements in the quality of patient care. It is an apolitical strategy which the modern Labour Party could profitably endorse.

n the annals of the European Community, the letters CAP – for Common Agricultural Policy – have long spelled muddle and unnecessary expense. They still do, but for a new reason: the EC's halfhearted efforts to agree on a common

aviation policy.

To universal amazement, EC transport ministers reached a compromise last December on the broad principles of such a policy. But as the same ministers gather in Luxembourg today to finalise the detailed rules to apply between now and the beginning of 1993 – when full freedom of the skies is supposed to be introduced across the EC — the odds appear stacked against any immediate breakthrough.

A set of insidious and interrelated forces is now threatening to under-mine the competition the European Commission is attempting to inject into European air transport to give consumers wider choice, better service and lower fares. They could be defined as the "three Cs".

 Collusion between governments and their national, mostly state-controlled airlines risks slowing down the liberalisation agenda in an effort to give flag carriers more time to adapt to a more open and competitive market. The French Government, for example, committed itself to airline deregulation last year but in the same breath also locked up the French mar-ket by encouraging Air France to take over UTA and Air Inter, the two other principal French airlines. Congestion at European airports and airways is seriously hampering

the task of creating a more competi

tive airline industry in which new entrants, regional carriers and independent airlines have a chance of sur-viving and prospering alongside the large flag carriers. At the same time the huge investment costs required to improve Europe's inadequate air traffic control system and airport infra-structure will undoubtedly be passed on to the passenger in the form of on to the passenger in the form of higher ticket prices. The Association of European Airlines (AEA), grouping 21 European carriers, last week described 1989 as "the bleakest year ever" for flight delays with almost one quarter of all flights in Europe leaving more than 15 minutes late.

• Concentration of the European airline industry, with the likely emerairline industry, with the likely emergence of five or six big airline group-ings, could further stille competition. As industry costs rise rapidly and profits decline, smaller airlines are increasingly worried that they will be squeezed out of the market by the big airline combinations currently being

'I fear that EC administrative confusion coupled with the lack of runways and Europe's air traffic control problems will simply create a gridlock situation in Europe'

formed through mergers, cross-share-

holding agreements and commercial pacts. How these airline groupings will be allowed to develop is becoming an important test for EC competition

and air transport policies.

The quickening trend towards concentration is at the heart of the European airline deregulation debate. Large airlines like British Airways, Lufthansa and Air France are attempting to expand their operations and geographical base in a way that many in Brussels, not least Sir Leon Brittan, the EC's Competition Com-missioner, believe could pose a threat to fair competition.

Sir Leon has already issued a forplans of Air France to take over UTA into the best served European route about half of all departures at the most significantly, member states will in Europe.

A series of interrelated forces is threatening to undermine air transport competition in Europe, write Paul Betts and Tim Dickson

Why open skies are under threat

and Air Inter, its domestic rivals. He is almost certain to take similar action to try at least to modify the terms of the joint venture deal between BA, KLM Royal Dutch Airlines, and Sabena, Belgium's national

Supporters of liberalisation believe that rigorous application of competition rules is an essential complement to de-regulation. They cite the lessons of airline deregulation in the US. Since the law deregulating the US

airline industry came into force in 1978, more than 200 airlines have disappeared or been absorbed by a clutch of giants. Before that year, the five biggest American airlines controlled 63 per cent of passenger business in the US. But rather than reducing concentration in the American industry, deregulation has increased it. The five largest airlines now control more than 70 per cent of traffic and domi-

nate key airport hubs.
In this respect, US deregulation failed because it coincided with the Reagan Administration's relaxed approach to anti-trust and merger controls. Established airlines were thus able to exploit inherent strengths to protect their market position and to ensure they were not effectively challenged by new players. That is why the European Commis-

sion, as part of today's Luxembourg package, will be seeking an extension of its existing legal powers to stamp out so-called "predatory practices" like artificially low fares, unfair selling tactics, or attempts by players in a particular market to block new entrants by multiplying capacity or increasing flight frequencies.

Others, however, stress different concerns which will also have a bear-ing on the outcome of this week's tiations. These include the need to tackle congestion at airports and in the skies; the shortage of take-off and anding slots at busy airports; and the danger that a fragmented EC air-line industry, comprising large num-bers of small and medium-sized play-ers, will be weak in the face of the global threat posed by aggressive giant carriers from the US and Asia.

The first serious attempt by the EC to tackle the national airline monopo-lies bore fruit in December 1987 when member states agreed to loosen strict government-to-government capacity sharing agreements, approved new conditions for cheap fares and, to some extent, eased access to the air-line market for new competitors. But Mr Karel van Miert, the EC Transport Commissioner, acknowledged last year that the first package was only "a modest success".

"We are not expecting any substantial enhancement of the liberalisation process to come about at Luxembourg. If anything, we are worried that some of the proposals agreed last December will be watered down," an Irish government official said. Ireland, like the UK, has been one of the taunchest supporters of deregulation. The liberal bilateral air service agreement between the UK and Ireland has helped foster competition on the Dublin-London route turning it

1989 Share of comestic market passenger miles, 1989 Continenta 11.3% Texas International Texas Air New York Air Frontier People Express 17.0% United United ~19.6% American American AirCal 16.4% Western North West North Central NorthWest **Hughes Airwest** TWA TWA National **PanAm** Pan Am 10.4% USAL Allegheny **USAir** Piedmont

Consolidation of US airline industry

after London-Paris. In three years, competition has cut fares by 15 per cent - 40 per cent if inflation is taken

In contrast, to fly economy full fare between London and Nice or London and Rome costs the same as flying to New York and back with tea at the Plaza thrown in. Many airline fares in Europe will continue to defy the law of gravity as long as some governments keep fares artificially high to support their national flag carriers.

The problem is that the EC scheduled air transport business is still properties are set of essentially organised as a set of national markets. In each member state, the flag carrier is typically in a

principal hub airports. On most city "pair" routes, whether within or out-side the Community, the national car-rier of one state faces competition only from the national carrier at the other end of the route.

Soutce: Airline Economics

The most encouraging aspect of the package on the table today is the commitment to full liberalisation by the end of 1992. Thus, from January 1 1993, an airline's request to introduce a cheap fare will be blocked only if both governments involved in the route disapprove. At the moment, one refusal is sufficient. Capacity sharing arrangements will disappear completely. Restrictions on the number of airlines which can fly an individual route will disappear. And perhaps

from July 1992 agree to abide by com mon airline licensing rules. Nation licensing systems are now used his tuntly to favour national airlines However, national prossures, no

only from Mediterranean comme but also from countries like Prince and West Germany annous to protect their position at the heart of Europe are now threatening to water documents. the intermediate liberalisation parage which has to be put into plan between now and 1993.

One issue, which could seriously

disrupt this week's council meeting a Spanish demand that more restrictive bilateral capacity sharing arrangements should pensist became of the large share of towign charge. companies operating in its market This is strongly contested by the UK. Germany and the Netherlands. The UK view is that the Spanish

demand would set an unacceptable precedent. UK officials argue that Spain is simply attempting to win back the ground it lost as a result of a commercial decision a few years and not to participate heavily in the unrestricted EC charter market

Scain is also seeking a reciprocal formula to redress what it sees as the disadvantage it suffers as a result of congestion at airports in muribera

France, for its part, appears determined to retain subsidies on routes into regional airports. It regards this as a public service obligation - one of the basic issues of aviation policy. For it is this type of national interest which gives the airline business a speciai sociai status, making it necessary to maintain some degree of green ment control to ensure adequate acvices are provided. Opponents of this view claim that the industry is just like any other.

"The industry remains vestly overregulated. It is still perceived every-where as a utility." says Mr Roben Crandall, chairman of American Air-lines, the carrier with the biggast air-craft fleet in the West and hig ambi-tions to expand in Europe. "But it is, at least in the US, a privately owned very entrepreneurial, very competitive business. The system should be airlines fly where they want to and it airlines go broke, let them go broke." Sir Colin Marshall. BA's deputy chairman and chief executive, has also often stated that one of the principal requirements of deregulation is for all European airlines to be privatised. Only then would Europe establish a level playing field for airline

But even countries such as the UK or the Netherlands, deeply committed to deregulation, are now concerned at the prospect of opening up their own markets to other European states which have traditionally adopted a far more protective approach to their air-line industries. "One of our worries is that we have a lot to give but we cannot be as liberal as we would like to be because of a lack of reciprocity from other countries," explained on UK official.

The airlines, for their part, are worried by new regulatory developments which are expected to accompany the European single market. Only last week, Mr Gunter Eser, the director general of the International Air Transport Association (Iata), said that the industry was "becoming increasingly concerned at the prospect of a growing bureaucracy in Brussels, which, in the name of liberalisation, will end up over-regulating the Euro pean airline industry." For all these reasons, the airlines

are all scrambling to position them-selves ahead of the 1993 deadline. The EC has thought about the notion but not the practical problems of deregulation, like how do you allocate routes," says Mr Crandall. "I fear that EC administrative confusion coupled with the lack of runways and Europe's air traffic control problems will simply create a gridlock situation

Amnesty on the rise

■ One good thing leads to another. After the relaxation in Eastern Europe, the pres-sures for greater human rights in the third world appear to

be growing.
At least that is what the membership figures for Amnesty International suggest Membership of the British section has risen from around 35,000 in October 1987 to over 82,000 at the most recent count.
They cannot all be concerned mainly about political detainees in Czechoslovakia and the Soviet Union, since those are the numbers that are coming

down. The bulk of the new British members are aged between 18 and 25, and although there movement, the group does not seem overtly party political. Worldwide membership has also been expanding rapidly. There are now about 750,000 members altogether, in 44 sec-tions including one recently

opened in Tunisia, the only section in the Arab world after the one in Sudan had to close. Marie Staunton, the outgoing Director of Amnesty, thinks that China and the events in Tiananmen Square had a lot to do with it. Because they were shown on television screens around the globe, there was an upsurge of interest in the rights of individuals often

caught up in a power struggle through no fault of their own. New technologies have helped in other ways, too. Annesty now has a network which allows it quickly to send telexes and faxes on behalf of people it believes to be in immediate danger. But there are also new prob-

lems. There is now a tendency for people to "disappear" rather be held as political prisoners without trial. Such cases are much more difficult to follow up, as we know from events in Argentina and Uruguay not long ago. Staunton herself is moving

OBSERVER

on after what she describes on atter wat and describes as three "exhausting" years in the job. A solicitor by back-ground, she will become editor of the Solicitor's Journal, a rather sedate publication founded 134 years ago to provide an information service for the profession.

She will not quite turn it into a radical campaigning journal, but hopes that it can become more of a forum for debate for solicitors and lawyers and take more notice of developments in Europe. One of her achievements

at Amnesty was to make it seem more respectable to establishment institutions like the British Foreign Office. In foreign policy discussions nowadays the human rights element is more frequently -and more seriously - taken into account. As indeed it is throughout the European Community. Staunton says that the record is patchy, but it is considerably better than before.

Sir Dennis

■ One new knight whose award was not much noticed in last week's Birthday Hon-ours is Dennis Weatherstone, chairman and chief executive of Morgan Guaranty Trust and J P Morgan since the begin-ning of this year. Weatherstone, now 59, has

been honoured for services to British commercial and commercial interests in the US. He moved to the US in 1971 and has lived in the same house ever since, while moving steadily up in the Morgan hierarchy. He has also kept some of his old London friends. In the 1950s he was the treasurer of a small group called the Institute of Bankers, junior section. The group invited potentially interesting speakers: for examples, Nigel Law-son, then a journalist, and Peter Walker, then a financier.



"We're thinking of boycotting Romanian coal.

Also among the friends he has kept up with are the now Lord Young of Cable & Wireless fame, and Sir Leon Brittan, vice President of the European

They were not always the obvious commercial people. Weatherstone told us yesterday on the way to the termis courts. He was late because a number of people had started ringing up to congratulate him

Bias in hats Our correspondent on the West Coast of the US received a gift in the mail this week from a US semiconductor industry executive. The pack-age contained a baseball cap with "FT puts Japan First"

on the front.
This trophy was picked up in Tokyo where the Financial Times was celebrating the launch of the Japanese edition of the paper. By coincidence, the gala reception for Japanes businessmen was in the same hotel where US and Japanese semiconductor industry execu-tives were meeting for talks

on their prolonged trade dis-The US industry contingent

left in no doubt as to which side the FT favours. They have the hats to prove it!

Good timing ■ A factor worth considering in the calculations about the

date of the next British general election is that never before has Mrs Thatcher delayed to the last minute, the last month or even the last possible year.
Assuming that the is still
Prime Minister, it is very
unlikely that she will delay this time. Not only would it be uncharacteristic: it would leave her open to the charge that she was "frit" or stuck in a bunker, waiting for some thing to turn up. And by 1992 she will have been there for 14 years. So if you want to bet, try summer or early autumn 1991 almost regardles state of the economy.

Wait for it

■ Some time after 1992, somewhere in Europe, the personnel manager of a small manufac-turer interviews three job applicants, one French, one Irish and one Japanese.

their respective skills, the Frenchman goes to work in the canteen because of his cooking expertise, the Irishman, being an experienced bricklayer, is put to work repairing a factory wall and the Japanese knows all about supplies, so is sent to the Later in the day, the person-

nel manager tours the plant to see how the new workers are getting on. Lunch smells good, the wall is coming on well, but there is no sign of the Japanese in the stores. A group of colleagues go in search of him without success. They are about to give up when they see a newly arrived crate. The lid springs open and the Japanese leaps out shouting: "Supplies!"

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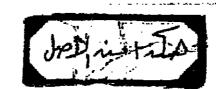
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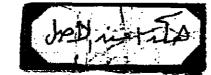
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L'esprit européen de Carlton Gardens

e 18 juin 1940 est une date cardinale dans la mémoire commune de la France et de la Grande-Bretagne, et l'on n'en rappellera jamais trop la longue significa-

Ce jour la, la France, comme un boxeur atterré par un coup formidable frappé au défaut de sa garde, se demandait, en comptant les battements de son coeur, quand et si elle pourrait se relever. Un homme seul, un général lucide et volontaire, décida de conduire le redressement, et choisit l'Angleterre pour continuer le

Ce jour-là, le Royaume Uni était seul, et nul ne savait comment, avec des forces minces, il pourrait soutenir le choc des gigantesques armadas du Mème Reich. Un homme d' etat, lucide et volontaire, entraina la Grande-Bretagne à se battre jusqu'à la limite absolue de ses moyens; et il accueillit, sur son territoire menacé, l'homme de France.

Ce qui fut scelle la, entre Churchill et de Gaulle, était

On the 50th anniversary of Charles de Gaulle's historic broadcast from London, the Franco-British Council has issued the following declaration, written by Maurice Druon, permanent secretary of the French Academy

beaucoup plus qu'un traité; c'é que, partager leurs épreuves et tait un exemple pour les toutes les formes du combat.

Jamais les volontaires français qui, mois après mois, rejoignirent de Gaulle, n'ont oublie la fraternité avec laquelle ils furent reçus par le peuple britannique, ni la solli-citude que leur témoigna la famille royale; jamais ils n'oublieront l'image que donnait ce peuple accablé par les bombes et qui luttait, avec un tran-quille héroisme collectif, pour le salut du monde.

le salut du monde.

De même, les Britanniques qui ont l'âge de la mémoire n'ont jamais oublié ces "Free French" qui, ayant abandonné tout ce qui leur était cher, vintre du rischemins du rischemin du rischemin du rischemin du r rent, par les chemins du ris-

L'Histoire ne peut oublier que l'Appel du 18 juin marque le début du rôle de la communication de la voix dans la

stratégie. Pendant quaire ans, l'espoir de la France fut accroché à la BBC. L'Histoire ne peut oublier non plus que c'est de Londres que fut suscitée, rassemblée, organisée la Résistance francaise, dans toutes les compo-santes qu'elle eut, tous les aspects qu'elle prit, toute l'efficacité dont elle fit preuve.

L'Histoire ne peut oublier enfin que, et Winston Churchill et Charles de Gaulle, en

1943, promirent aux nations en

guerre la naissance d'une

chemin de douleur et de grandeur, et l'Europe lentement Aujourd'hui, quand les

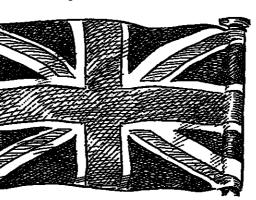
peuples de l'Europe de l'Est, rejetant une dépendance qui fut la conséquence de cette guerre monstrueuse, se soulèv-ent pour recouvrer la libre disposition d'eux-mêmes, c'est par geste de Churchill, son V devenu universel, qu'ils expri-ment leur volonté, et c'est la devise de la France "Liberté, égalité, fraternité" qui leur sert de mot d'ordre.

Si longue soit la paix dont nos nations ont bénéficié, il nous faut être conscients que l'avenir du monde n'est pas

naguere, et conscients aussi de ce que représentent la Grande Bretagne et la France lorsque

Avec les populations qu'elles totalisent, la vitalité de leur économie et de leurs technologies, les forces militaires qu'elles se sont créées, la place qu'elles occupent - pour l'une au sein du Commonwealth: 49 Etats, pour l'autre au sein de la Conference des pays francophones: 49 Etats – avec l'universalité de leurs langues, leur héritage culturel et leur commune conception de la liberté, elles peuvent, lorsqu'elles ajustent leurs politiques et leurs efforts, et cela sans avoir rien a renier de leurs alliances, de leurs traditions ni de leurs intérêts propres, peser d'un poids décisif, non seulement dans l'organisation de l'Europe, mais dans toutes les affaires de la planête.

Et si elles agissent ainsi, rien alors ne pourra se faire ni sans elles, ni contre elles.



une 18 1940 is a red-letter France and Great Britain, and its historic significance can not be proclaimed too

On that day, like a boxer felled by a devastating blow struck beneath his guard, France counted her heartbeats and wondered when, indeed if ever, she would be able to get to her feet again. One man alone, a General, clear-think-ing and unyielding, decided to lead her recovery, and chose to continue the struggle from

On that day, the United Kingdom itself stood alone, and no one could tell how, with slender forces, it could withstand the shock of the gigantic armadas of the Third Reich. A statesman, clearthinking and unyielding, carried Britain with him to fight on to the very end of its resources and it welcomed, on own threatened territory, the Man of France.

The understanding that was forged then between Churchill and de Gaulle was far more than just a treaty; it was a model to be handed down for centuries to come. Never have the French vol-unteers who, month by month,

joined de Gaulle, forgotten the sense of brotherhood with which they were received by the British people, nor the solicitude shown to them by the Royal Family. Never will they forget the example set by that people, crushed under the weight of bombing yet fighting back with a tranquil. collec tive heroism for the salvation f the world. Equally, Britons old enough

to remember have never for-gotten those "Free French"

who, having abandoned every-thing that was dear to them, came by hazardous routes to share their trials in every form of combat.

History will not forget that L'Appel of June 18 marked the beginning of the role of the human voice as a strategic weapon. For four years the hopes of France were tuned into the BBC.

Nor can history forget that was in London that the French Resistance was given birth, assembled and organ-ised, in all its component parts, in all the aspects it assumed, and in every success that it achieved.

Finally, history will not forget either that it was both nston Churchill and Charles de Gaulle who, in 1943, promised the warring nations the birth of a European Union. rth of a European Union. Victory came at the end of

this road of suffering and grandeur, and Europe slowly rebuilt itself.

Today, when the peoples of eastern Europe, casting off the bonds that resulted from that monstrous war, lift the up again to regain their free-dom, it is with Churchill's world-famous 'V-sign' that they express their determina-tion and it is France's motto of "Liberté égalité, fraternité" that is their password. However long the peace

from which our nations have benefited, we must remain aware that the future of the world is no more assured than t was in those dark days of 1940 and we must be equally aware of what Great Britain and France can do when they march in step together. The one stands at the heart

of a Commonwealth of 49 nations, the other at the heart

of the Conference of 44 french-speaking nations. With the total of their combined populations, the vitality of their combined economies and technologies, and their military forces, and with the universality of their languages, their cultural heritage, and their common concepts of lib-erty, they can, when they har-monise their policies and their efforts (yet without forswear-ing their alliances, their traditions, or their own interests) lend a decisive weight, not only to the organisation of Europe, but to all the affairs of this planet. If they so conduct themselves, it will become

impossible for anything to be done either without them or Translated by

Alistair Horne

Charles Leadbeater and William Dawkins on steel makers' moves to buy up distribution outlets

Fusions that aim to safeguard the future

The period of convalescence Europe's steel producers have enjoyed for the past three years - replete with buoyant markets and ris-ing profits - is about to come to an end. The leading producers are positioning themselves for what could be a bruising battle over the next few years.

Usinor Sacilor, the French state-owned group which is Europe's largest producer, last week signalled its intention to remain at the forefront of restructuring with an auda-cious move into British Steel's back yard.

The group plans to spend £11.5m to buy a 20 per cent stake in ASD, Britain's second largest steel stockholder - or wholesaler - with an 8 per cent market share. The deal, which has to be retted by the which has to be vetted by the European Commission, is no more than a morsel by Usinor Sacilor's voracious standards. But it is part of a growing trend towards vertical integra-tion, with steel makers buying control of downstream distributors and processors.

The traditional nationallybased structure of the industry is showing signs of fraying at the edges. A series of deals across Europe is creating an elaborate network of criss-crossing relationships.

Over the past two years British Steel has built up a limited chain of stockholders on the Continent, including a process-ing plant just outside Paris to service French car makers.

PUM, France's largest dis-PUM, France's largest dis-tributor, which is owned by Cockerill-Sambre, Belgium's largest producer, has set up two new finishing plants and sealed some small takeovers. Arbed, the Luxembourg steelmaker, and Cockerill-Sambre of Belgium have both expanded their presence in France through stockholding subsidiaries. Arbed has 14 per cent of the West German stockholder market, while Hoesch and Thyssen of West Germany have both bought British dis-tributors, as well as adding to

their domestic network.
Usinor Sacilor is also active
in Italy, the market with most independent stockholders, where Ilva, the indigenous pro-ducer, has been shoring up its position. Hoogovens, the Dutch producer has made acquisi-

tions in Belgium. France and West Germany since 1986. The steel makers' rush into downstream activities is far from over. A senior Usinor Sacilor executive says: "We have not yet reached the limit.

We are still looking, especially in West Germany."

Steel makers are buying up distribution outlets partly to secure market share and reduce their reliance on their traditional domestic markets. But it is not that simple. The reshuffling reflects a diverse set of pressures upon the European Community's 379 compa-

nies, with a combined capacity

to produce 190m tonnes, about fifth of world capacity. The six countries of eastern Europe, excluding the Soviet Union, which make about 60m tonnes of steel a year are searching for hard currency. Even though Usinor Sacilor estimates it would cost \$20bn - \$25bn to bring the industry up to western standards, it is still worried. Mr Francis Mer.

the company's chairman says:
"These underdeveloped countries pose a real threat to our industry. There is a definite risk that these countries, in their attempt to earn foreign currency, will flood western markets, unloading vast quantities of steel." Eastern Europe is not the

only threat. Imports are set to rise, particularly from Latin America and South Korea, which has seen Chinese demand for steel dry up. Between 1978 and 1988 the US and EC cut production capacity by 73m tonnes while the developing countries expanded capacity by 76m tonnes, with lower production costs. Closer to home, Turkey increased its capacity from 4.4m tonnes in 1980 to about 9.7m tonnes today. According to the European Commission, world capacity is likely to outstrip demand by about 100m tonnes over the

The EC's production quota regime which ended two years ago left Europe with a smaller industry but populated by pro-ducers with different costs. A more open steel market will put the higher-cost producers under pressure, while the single European market should narrow differences in some input costs such as energy.

next 10 years.

mount. European producers are having to invest heavily to cut costs and produce more sophisticated products. Thyssen is planning to invest DM1bn this year, Usinor Sacilor \$1bn, and British Steel plans to invest £500m a year over the next few years, after investment rose 46 per cent

last year to £450m. Such heavy investment rules out a price war. The successful producers will have to move way from commodity, semifinished steels, which trade on their price, towards more sophisticated products made on galvanising lines and towards special coatings. These products command a higher price, in more buoyant parts of the market.

This is where the down-stream activities of processing and distribution come in. Increasingly steel stockholders capture added value by tailoring products to their customers needs. The shift by manufac-turers towards just in time production systems also demands that suppliers work closely with them to deliver to tight schedules and help to develop

new products.
Thus distributors, stockholders and processors have begun to occupy an important position in the supply chain rather than merely being an outlet for commodity steel.

Significant though it may be, this is probably only the start of a deeper restructuring which will directly involve the steel majors. The first moves are about to be taken with British Steel's £105m bid for the Trisdorf structural steel's subsidiary of Klöckner Werke of West Germany and Usinor-Sacilor's pursuit of Falck based near Miland.

Senior executives at Usinor Sacilor believe that in the long run there will be room for only six or seven of Europe's 15 big steel companies. It is a theme echoed in the European Commission's recently drafted gen-eral objectives for the steel industry, which conclude:
"Certain fusions, particularly
transnational, will no doubt
prove necessary." These
fusions will reveal which producers used their convalescence to rest and which to rebuild their strength.

Letters

British Telecom and the Training: the need for a sword of liberalisation

From Mr Tony Young.
Sir, Hugo Dixon ("Scrutiny all along the line," June 13) concludes that liberalisation of UK telecommunications should pushed "firmly through to

the second stage."
It is true that a competitive environment has spurred the mobile communications industry in the UK to grow at a faster rate than anywhere in Europe except Scandinavia, but that does not make an open and shut case.

If one considers the quality

of the basic telecommunica-tions network upon which the vast majority of both residen-tial and business users depend, then Britain is seen to be lagging behind the French exam-ple on a number of scores. France Telecom enjoys a non-liberalised regime for the basic fixed link network and has been able to concentrate on improving that network so that it is significantly more advanced, for example, in digi-talisation and videotext. Liberalisation is a double-edged sword and, where a key British Service industry is concerned, should be used with greater

医囊性 医髓

care than hitherto suggested. It is also important that pro-tagonists in this debate appreciate how the world has moved on since the original liberalisa-tion policies were designed in the early 1980s. Serious telecommunications companies must now have an international presence if they are not to be pushed to the margins of the world market. With an eye to the UK balance of payments deficit, the regulatory regime must be adjusted for the demands of an internationally competitive industry as well as for more parochial concerns.

In this context, it is also

abundantly clear that breaking up British Telecom into a ies of subsidiaries – into telecommunications minnows would be the most extreme folly. Nothing would delight Britain's overseas competitors

more or do more damage to Britain's future in information technology. It is a regulatory environment that supports British competitiveness internationally that should be fos-tered by our regulatory agen-cies, not one that undermines it in the interests, for example, of the American telephone companies now seeking to enter the British market. Mr Dixon also reports ("Oftel

joins probe," June 12) that four (independent?) reports have been commissioned by the Office of Telecommunications (Oftel) into various aspects of the telecommunications industry, confirming that the debate surrounding the review of the duopoly is finally gathering pace. Yet the format of the review remains a mixture of confusion and surprise.

confusion and surprise.

Consider only the most recent development. What status will these reports have? Will the consultants invite submissions? When will their reports be completed? Will they be made public? Will there be an opportunity to comment on their conclusions before irrevocable decisions of great importance are made? great importance are made? It is surely incumbent upon Oftel, or the Trade and Industry Department, to clarify these and other questions as a matter of urgency.

Tony Young. General Secretary National Communications

Greystoke House 150 Brunswick Road, W5

revolution from below

From Mr Peter Ashby. Sir, Mark Corney, (Letters, June 13) rather misses the point when he criticises Michael Prowse ("Training is for people," June 11) for claiming that it is "not in the interest of

many employers to offer train-This point draws directly on consultations that Full Employment UK has carried out with unskilled workers. These have convinced us that the more training there is on offer, the more it will be used by employees with no scope of promotion with their current employer, as a means of seeking better employment else

of course, employers collec-tively would still benefit through all the advantages of having a more highly skilled and mobile workforce. But this does not alter the fact that individual employers might lose some of their best employees who, as a result of training, come to the realisation that they have outgrown their cur-

That is why there is some-thing rather unsatisfactory about Mr Corney's proposal that the way to solve our training problems is through a "massive education programme for employers."

It is self-evident that many employers need to develop more positive attitudes towards training. But the essence of the problem is that those employers who lack commitment to training reflect an indifference that is shared widely throughout society. This will only change when we can alter the way training is perceived within our culture.

It is this concern with cul-

tural change that has con-

vinced us in Full Employment UK that the primary m in the training debate should be geared to individuals, with

the whole training system becoming rooted in the philoso-phy of self-investment.

We are not suggesting that employers should be "let off the heat." In exemplating with the hook." In consultation with a number of the new Training and Enterprise Councils, we have developed proposals for exemptible levies on all employers. So employers would, under our plans, invest much more in training. But that is, in many ways, the easy bit of the equation. The difficult part is the bat-

tle to change popular attitudes, to increase mass expectations towards training, so that more towards training, so that more employees go to their employ-ers and ask for training.

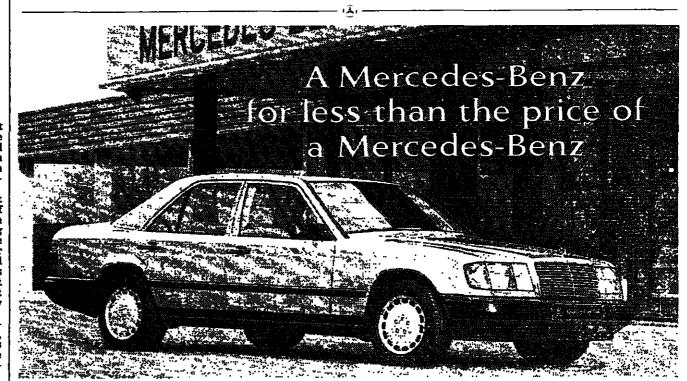
Hence our proposal that a new statutory adult entitle-ment to training should form the centrepiece of the training

strategy. Our main target is not, actually, employers. It is the mil-lions of working men and women who say that they are "not good enough for train-ing," that it is "not for the likes of us." They are the peo-ple we have to reach, to "re-ed-

ucate."
This is surely the most effective way of educating employ-ers - through persuading their employees to raise their

sights.
It is a strategy for "revolu-tion from below," far more effective and lasting that any which could be imposed from Peter Ashby

Principal Consultant, Full Employment UK 4 Europa House, St Matthew Street, SWI



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Brussels presence by Law Society could help mortgage services

From Mr Eric H. Dodson. Sir, Whether the Law Society is able to implement the proposal of its council that the society should establish a presence in Brussels will, in practice, ultimately depend on the decision of its members. Taking account of the objections set out by Robert Rice ("Case for a presence." June 11) the debate may well be lively.

However, assuming that such an office is opened, the Law Society would do a useful

service for the smaller firms and their (mainly) personal clients if it were to use that presence to encourage the European Commission to take steps to facilitate the provision of cross-frontier mortgage ser-

The Second Banking Directive, with its emphasis on home control and mutual rec-ognition of status, is welcome in its concept but it is doubtful how far this alone will break down the restrictions and pracdown the restrictions and prac-

tic laws affecting mortgage loans on residential properties. Significant numbers of UK residents move to other member states. Most of them seek new homes whether in connection with their employment or for holiday purposes. I noticed recently an estimate of over 30,000 such persons every year.

At the same time other European Community residents move to the UK.

tices of member states' domes- likely to remain within the exclusive jurisdiction of each member state. Nevertheless there needs to be acceptance of the differing techniques of lending (for example, variable interest loans as in the UK) so that, for example, a building society could offer its emigrant members the same facilities which they enjoyed at home. Eric H. Dodson, The Knoll, Bramholl, Cheshire

Choosing lanes in a two-speed Europe

Philip Stephens outlines fresh efforts to blunt Mrs Thatcher's antipathy for the EC

A S Mrs Margaret Thatcher, the British Prime Minister, pre-pares for the summit of European Community heads of government in Dublin next week. the tense debate that led to last year's political upheavals over her approach to the EC is being rehearsed again within her Cabinet.

Mr John Major, her Chancel-lor of the Exchequer, and Mr Douglas Hurd, the British Foreign Secretary, have been preparing a new set of proposals designed to ensure that Mrs Thatcher's ingrained antipathy towards European integration does not leave Britain isolated in Dublin.

A year ago, Mr Nigel Law-son, then Chancellor, and Sir Geoffrey Howe, then Foreign Secretary, issued a warning and an ultimatum to Mrs Thatcher. The Prime Minister was told then that Britain faced a grave risk of being left behind in a two-speed Europe. If it wished to be taken seri-ously in the debate over European economic and monetary union (EMU), it would have to give a firm commitment to give a firm commitment to take up full membership of the European Monetary System. From that meeting, which was preceded by a lengthy official minute signed by both ministers, came the conditions Britain set out at last year's Madrid summit for participating in the EMS exchange rate mechanism. From it, too, stemmed Sir Geoffrey's enforced departure from the Foreign Office in July and Mr Foreign Office in July and Mr



Mr John Major

from the Cabinet in October. Over the past few weeks the senior officials they left behind must have been experiencing a distinct sense of deja vu.

Mr Hurd and Mr Major have had private breakfasts at the Foreign Secretary's London residence and lengthy meet-

ings at 10 Downing Street, the Prime Minister's residence. The aim has been to nudge Mrs Thatcher sufficiently far in the direction of a commitment to EMU to prevent Britain from being consigned, from the start, to the slow lane in Furne.

in Europe. In the background, Mr n the background, mr Nicholas Ridley - this year as last - has been trying to pull her in the opposite direction. The Trade and Industry Secre-tary opposes membership of the ERM as well as any move herend that towards movement. beyond that towards monetary

The circumstances, of

course, are different from those of last year. Mr Hurd and Mr Major are

both in stronger positions and yet temperamentally are much less inclined to seek a show-down with Mrs Thatcher. The conventional wisdom within the Government is that she could not sack either without seriously jeopardising her own position, but equally, neither will force her hand.

Nor are they entirely at one on how just how far they should seek to nudge her in the direction of her European

Mrs Thatcher, too, has changed, albeit reluctantly. The original suggestion last year was that she should give a firm pledge at the EC summit to take sterling into the KRM within six months. That was watered down to the commit-ment enshrined in the now famous Madrid conditions embracing closer convergence of British and European infla-tion rates and completion of the single market

Now the Prime Minister has now the frame minister has accepted the inevitability of ERM membership within a much tighter timescale, although her colleagues are constantly fearful that she might change her mind. Despite the denials, officials have been searching for a suitable date during the autumn. She is said also to have been impressed by Mr Hurd's suc-cess in bringing the discus-sions within the Community

on political union down to

A positive tone and a few,



Mr Douglas Hurd

distinctly modest, proposals of its own have allowed the UK Government to throw at least a temporary bridge between the ambitious rhetoric of its partners and its own innate scepti-

The substance of Mr Hurd's careful negotiations with Mr Major, however, are focused on what they both regard as the most serious challenge to Britain's place in Europe.

Their starting point is a deep concern that their partners will use the Dublin summit

and the subsequent Intergov-ernmental Conference on EMU in December to accelerate fur-

ther their timetable for the creation of a single European cur-rency and central bank. The nightmare within the British Government, according to one senior insider, is that President François Mitterrand of France might pass around a piece of paper committing each

currencies with a single EC currency. The other 11 heads of state might sign up, with Mrs Thatcher refusing to do so. It is that fear that has led Mr Major to develop new propos-als to signal that, if Mrs Thatcher is not ready to commit itself to the final goal, then she would allow constructive

steps in that direction. So far he has suggested that Government, hitherto committed to only the first phase of the three-stage process out-lined in the Delors report, is

prepared to move on to the sec-ond stage.

Britain will suggest the cre-ation of new institutions to manage monetary policy in the ERM countries and, perhaps, to oversee the development of the European Currency Unit into a widely used parallel currency. But the Foreign Office is getting the message from Paris

ting the message from Paris and Bonn that full union must been seen from the outset as a certainty rather than a possi-One way out being suggested by officials is that the Govern-

ment could sign up for that final goal but reserve the option of withdrawing later. The Prime Minister has so far described such a strategy as "dishonest," citing a clear, bipartisan majority in the House of Commons against full monetary union.

Mr Hurd and Mr Major will

have to work overtime if they are to square the circle before she flies to Dublin next Sun-day.

EC weighs

action on

Romania

By Judy Dempsey in Bucharest and David

Buchan in Brussels

THE ROMANIAN parliament

is expected to swear in Mr Ion Iliescu as President today

while in Luxembourg Euro

while in Luxemourg Euro-pean Community foreign min-isters will review what action they might take to show dis-pleasure over the Romanian Government's crackdown on protesters last week.

Despite his public thanks to the mobs of miners that terror-ised the people of Buchwest

the mois of miners that terror-ised the people of Bucharest last week, Mr Illescu, the interim President since Janu-ary, is expected to face little condemnation from Partiament which is dominated by the rul-ing National Soluction Front

ing National Salvation Front. The Front, which was cata-

pulted into power following the

overthrow of the Ceausescu regime, won a landslide victory

in May's elections. But in Bucharest the victory

is now seen as a mandate for

the Front to sanction the supsion of the small National

Liberal and Peasant opposition

parties and any independent groups which are critical of the

The mobs, which were pulled

out of the capital on Friday as rapidly as they were driven in

during the early hours of Thursday, have left behind an

atmosphere of intimidation

The media pours out propa-

THE LEX COLUMN Researching the wrong problem

Scarcely a day goes by without the City's short-termism being blamed for some evil or other. Last week a Department of pointed the finger at Britain's under-investment in research and development. This subject is bedevilled by assertions with little evidence to back them. It is striking that British indus-try has a much lower R & D spend than many of its rivals and that British companies pay out a higher proportion of their earnings in dividends than those in other countries. Show-

ing a causal link is another The DTI report points out that there is a vast difference between the R & D spending rates of the pharmaceuticals sector and the rest of British industry. But if the City were such a constricting factor on R & D spending, one would expect the sector to be at a discount to the market. In fact, it stands at a premium of more than 50 per cent. Nor has the City proved unwilling to back long term projects such as Eurotunnel; it has even

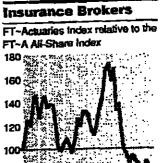
learned to live with the kind of stratespheric rating commanded by Racal Telecom.

Perhaps it is easier for companies to sell "high concept" projects such as wonder drugs and cellular phones to the City and tenniar phones to the city than the more mundane busi-ness of widget-making. But previous studies suggest that, rather than lacking the means or opportunity to invest, indus-try lacks the confidence in being able to bring invest. being able to bring invest-ments to a profitable conclu-sion. That raises issues not about the markets, but about the standard of British man-agement, the education system and its links with industry.

The difficulty in tackling those long-term problems may explain the search for short-term solutions such as changes to the Takeover Code. changes to the Takeover Code.
But comparison with takeoverproof Continental companies
like Philips, which spends
hugely on fundamental
research to little apparent purpose, suggests that the discipline of the markets may safeguard against economic
inefficiency in this field as in
others.

Insurance broking

Almost everything has changed in London's insurance broking sector since the go-go days of the late 1970s, when directors of Alexander Howden would regale fund managers with silver tankards of Bollinger. The one thing that has not changed is the readiness of some investors to bid up broking shares to multiples way above what they deserve.



Sedgwick is trading on close to 17 times likely 1990 earn-ings. Even with the slump in Willis Faber's share price, after news of its plans to merge with Corroon & Black, Willis is on nearly 14. Ratings like these assume more than an imminent upturn in the US prop-erty/casualty insurance cycle. For the long haul, they imply that brokers are superior creatures, with the cash-generative potential of a Glaxo or a Guinness. Given Sedgwick's record of no dividend increase since 1986, this is not realistic. And whatever one thinks of a Wilwhatever one merger's short-term implications, the deal's underlying message is that the golden age of old-fash-ioned broking is over hence their need to merge. after six

months of what must have been difficult talks between Willis and its erstwhile US partner, Johnson & Higgins. In the good old days a decade ago. the combination of a weak pound, high interest rates, cowboy tactics and high-margin Lloyd's marine and rein-surance broking used to keep moving ahead even in down-cy-cles. Most of these factors no longer apply but the market still rates brokers as though

The best way to look at this is to stop pricing Lloyd's brokers by reference to each other, and instead to take as a bench-mark the world's higgest, Marsh & McLennan of the US. By that measure, the London brokers are over-priced.

Marsh is currently trading on
Wall Street at about 18 times
expected 1990 earnings: or just
a bit more than Sedgwick. But look at Marsh's record: insurance broking revenues up 11 per cent compound per annum since 1984, in spite of the US insurance downturn, and its excellent employee benefits consulting side up by 28 per cent annually. At Sadgwick. the growth rate has been only a fraction of that; at Willis.

but benefits consulting is still a small part of its empire

Pernaps the biggest single issue is the brokers future needs for capital. Europe, in the run-up to 1992, is the obeous challenge. Among US pro-kers Marsh led the way with a takeover last year of Germany's Gradmann & Heller; Willis Corroon makes no second of its eagerness to follow suit But there are snags. First, the asking price of continental brokers is around 25 to 30 times carnings, suggesting a pay back period of 10 years or 🗞 Then there is capital expenditure, on information technological ogy and so on, where the bills must surely rise steeply over the next decade. A measure of what it costs to stay competi tive these days is that in just the first three months of 1960 Marsh & McLennan's spending on fixed assets and acquisi-tions was \$95m. about the same as Wilhs Faber's preta, profits for the whole of 1853. The broking world has turned capital intensive, and it will never be the same again.

US equities

It is not surprising that with the Dow Jones Industrial aver age closing at a record high last week. US companies are once again beginning to issue a iot more paper. The number of initial public offerriags has risen by a third this year and is now running at nearly on- a day. Similarly, companies are pigeon-holing their share repurchase programmes and replacing them with common (stock offerings. With corporate indebtedness at record levels and an economy teetering on the brink of a recession, it all seems perfectly sensible.

offering by American Express, one the Dow Jones industrial's former glamour stocks, is a classic example. Over the last five years, it has boosted its earnings per share growth by buying back 60m shares for \$1.7bn. However, several of its diversifications, most notable Shearson, have gone badiv wrong. Its earnings are faller, and its debt has more than -doubled since 1985, to \$42,500, apwhile shareholders' caputy has risen by a more \$600m, to \$5.1bm. To repair its balance sheet it is issuing 27m shares at a price equivalent to 12; American Express chares which are still nearly 25 per cent lower than three years ago, rose on the news. It is the kind of reaction which could tempt other over-stretched US financial institutions, such a the big banks, to test the water.

Group of Seven to discuss aid for Moscow

By Peter Riddell, US Editor, in Washington

ASSISTANCE for the Soviet Union's economic reform pro-gramme has emerged as an important item on the agenda for the annual summit of leaders of the Group of Seven to be held in Houston, Texas, next

There is no agreement yet about how much can be done in view of the internal political and economic uncertainties

The "sherpas," or personal representatives of the leaders (of the US, Japan, West Germany, Britain, France, Italy and Canada), met over the weekend to discuss the agenda and a draft communique,

about which there is an nnusual degree of uncertainty.
The US supports proposals that the Bonn Government should help to maintain Soviet troops in Rast Germany for a transitional period and might subsidise housing for them

when they return home. Such West German assistance for the Soviet Union, which might be extended to include trade and lending arrangements as well as food aid, forms part of the nine-point package put forward by the US as reassurance that a unified Germany within Nato will not threaten Moscow's

Senior US officials are happy to see Bonn take the lead in such assistance for Moscow if it eases the path of unification. The Houston communique is likely to include a general ref-erence to such German-led assistance, but is unlikely to endorse more detailed proposals at this stage.

as at tms stage.

Instead, the remit of the Group of 24 western aid donors, which is currently handling aid for Poland and Hungary, may be broadened to examine the scope for helping the Soviet Union.

The Purch Administration to The Bush Administration is reluctant to go beyond general support for President Gorba-

chev's reforms. The US Con-gress will oppose direct finan-cial assistance at least until a Soviet law liberalising emigration has been passed, the Lith-unian crisis has eased, and there is evidence of a move towards a market system. The US only backed the new European Bank for Recon-

struction and Development on the condition that the Soviet Union, although a member, would not be a net borrower.

Apart from western help for the Soviet Union, the main issues at Houston are expected.

Pioneer spirit thrives in wild east

Charles Leadbeater on the realities of selling in the Soviet Union

HE two reps from Case Communications of their hotel on Sakahlin Island in far eastern Siberia to be greeted by their smiling

"There is only one problem," they said. "There is no hot His eyes widened with incredulity. He replied: "You've got

ness pioneers opening up the virgin markets of the Soviet Union to capitalism. As western salesman stumble, weary from overnight train journeys in ever more remote parts of the Soviet Union, so the contrasting life-styles and expectations of east and west get thrown into sharper relief. Mr John Martin, head of east European operations for Imperial Chemical Industries, says: "Selling here used to be just a matter of an annual negotia-tion with a foreign trade organisation in Moscow. Now we have to get out to sell directly to enterprises. It is a com-

pletely different ball game." Twice a year juggernauts loaded with food, drink and other consumer goods roll into the small town of Nishnekamsk, near Kazan, to sustain a group of 40 British engineers working on a project for Davy McKee, the engineering construction group. The engineers and their fam-

ilies live in a block of flats which often does not have

WORLDWIDE WEATHER



heating or hot water, despite Mr Edward McTighe, the company's deputy chief execu-

tive says: "They are amazingly cheerful. Some have their wives and young families with them. Others who are single have Russian girlfriends. Some of the married ones without their wives probably have Russian girlfriends as well." Executives who spend their

days toiling against an increas-ingly chaotic bureaucracy need the sort of support Davy McKee can muster. Smaller outfits such as the Pig Improvement Company, part of the Dalgety group, rely on the resilience of their staff. For the past three months, Mr Ian Byatt has been at one of capitalism's furthest outposts, a 3,000-sow pig farm in the village of Peschanoye, the Ukraine. Every few weeks a lorry-load

of sows arrive from the UK
- genetic packages in the form
of a pig, as the company calls
them - and with the drivers
come newspapers and books. But communicating with the British base is almost impossi-ble. Peschanoye has no inter-national telephone lines, so if there is a problem with one of the genetic packages, Mr Byait has to set off on a four-hour round trip for a long wait in Kiev to send a telex.

Accommodation is not a problem for Mr Byatt - the collective farm provides him with a three-hedroom house - but it is becoming a head-

ache for others.
It is becoming increasingly difficult for companies to find office space in Moscow, let alone suitable flats for their British executives, according to Mr David Thompson, chair-man of Rank Xerox. As salesmen fan out to locations such as Minsk, Magneto Gorsk and Kharkov, the deprivations will become more intense.
"It is quite difficult to recruit

people to come here. You have to pay them more to compensate," Mr Thompson says.

Companies also have to recruit the right sort of people. Young high-fliers fresh from the glamour of New York, the style of Paris or the excitement of Rome may not be ideally of Rome may not be ideally suited to working in Sver-dlovsk or Novosibirsk.

It is still possible for reps to turn up in a town such as Navoi, in Uzbekistan, to be

In short, the executive heading for the vast virgin territo-ries of the Soviet Union needs a peculiar mix of qualities.

Increasingly the persistence to deal with bureaucrats will have to be matched by entre-preneurial flair, as the growing economic anarchy makes it more and more like the Wild

A close technical knowledge of products will have to be matched by the financial imagination to find a way to get profits out of the country. Companies in sectors as diverse as chemicals and elec-tronics admit that they take out their profits in the form of animal skins, which they sell on to the Italian shoe industry.

And they will need to cope with the food, which is still Stalinist stodge. The most impertant business tools Mr Nick Applegarth of Case Communications takes with him was a transling bestle and or are a travelling kettle and a large supply of powdered

greeted as the first Europeans to visit in living memory. But things are changing. Mr Geoff Blackburn, chief

executive of Courtaulds' central trading operation, says: People are more relaxed now. They will go out with you for a meal in the evening after a business meeting."

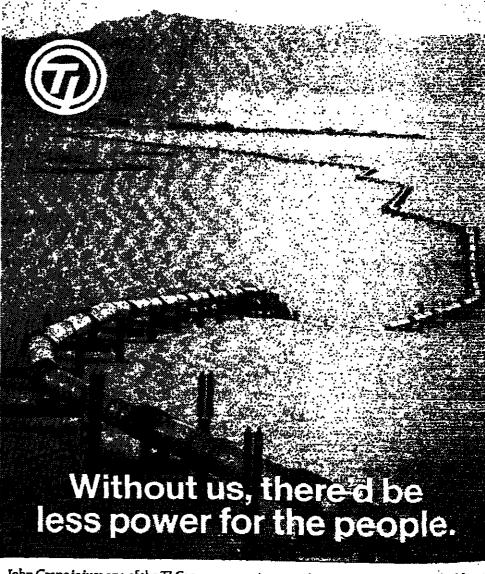
ganda similar to the Ceausescu era and the inter-war period No government official will condemn the violence which left at least five people dead and more than 100 injured.

Helsinki Watch, the independent human rights organisation, said it has no idea what happened to those bystanders who were forcibly dumped into the boots of cars by the miners. The organisation is receiving phone calls from families who have had no news about relatives for several days.

The most obvious option before the EC ministers meeting today is simply to refuse to ratify a trade and economic agreement initialled by Bucharest and the European Commission, on the Community's behalf, on June 8.

One of the 17 European Com-missioners, Mr Bruce Millan, last week gave the European Parliament "an absolute assurance" that ratification would not proceed in the present cir-cumstances. But Commission officials later qualified this by saying that the EC executive body regarded non-ratification as one of several options. The June 8 accord would, in fact, confer no immediate bene-

fits on Bucharest because it merely adds a framework for economic co-operation talks to a trade agreement Romania has had with the EC since 1980. Next month, ministers from the Group of 24 western aid donors are to meet in Brussels to decide on their earlier proposal to extend assistance to Romania and three other east European countries. Keeping Romania out of the G-24 programme would be of more financial consequence than putting the latest EC agree-



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Acid test for Collor

Continued from Page 1 sense of reality. My fear is that his Government is too obsessed with unobtainable targets, such as these 360,000 firings, which distract (him) from the real treatment. Control of the money supply

has not been tight enough to prevent inflation reaching 11 per cent this month, a considerable embarrassment to the Government which declared it beaten in April, though still a significant improvement on last year's 1.800 per cent. President Collor's second

line of attack which was to end

the indexation of wages that

had meant an automatic spir-

alling of inflation, and intro-

duce free collective bargaining was dealt a blow when Congress gave him his first defeat at the end of May. His emergency decree to stop regional labour courts awarding high pay rises was struck down as anconstitutional by the Supreme Court a week later. Employees are asking for 160 per cent to compensate for inflation since February, which if awarded would undermine the whole plan.

Chinks are appearing in President Collor's armour. His poll ratings have slipped from 80 per cent in late March to 55 per cent, and it becomes more important that he brings off



AST week's purchase by Phillipp Holzmann, the West German construction company, of a stake in Tilbury,

the UK contractors, is the lates

in a rash of cross-border acquisi-tions and joint ventures involv-

ing European construction com-

Many of the recent acquisitions

have been in the UK, which has been slower than some of its Con-

tinental rivals to seek a foot hold in neighbouring European mar-kets. This partly reflects pressure

on British companies to maxim-

ise short-term earnings per share growth to maintain stock market

ratings.

It is difficult to pursue expensive Continental acquisitions as part of a long-term investment strategy when stake building

would mostly dilute earnings. British contractors are already

good deal of attention here in the

last week, is the least volatile of

the major markets.

This should be no surprise to investors, who ought to be aware

of such facts without being told, but it appears to be a surprise to the politicians, who continue to behave as if Wall Street volatility

The Administration and Congress are spending a vast amount

of time on a problem which is only important in this context:

whether the financial futures

market should be regulated by the Commodities and Futures

Trade Commission in Chicago

(CTFC), as at present, or by the Securities and Exchange Commission (SEC).

There is pretty good authority for saying that this is an essentially trivial question. The Federal Reserve, which has rejected an invitation to do the job, is split on the issue, and Mr. Also

split on the issue; and Mr Alan Greenspan, chairman of the Fed-

eral Reserve Board, has admitted

that he is only "marginally" in favour of the SEC as regulator. Nevertheless, the Administra-tion treats the question as if it

was of prime importance; and so it is, to some people. It matters to the very able and equally ambi-tious Mr Richard Breeden, head of the SEC: the way to make

progress in Washington is by

winning turf wars.

A decision in favour of the SEC

will bring personal solace to Mr

was an urgent problem.

HE US stock market, according to a study which has attracted a



FINANCIAL TIMES COMPANIES & MARKETS

Monday June 18 1990

Andrew Taylor reports on a trend in acquisitions as 1992 approaches

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INSIDE

Mexico floats telephone stake



Mexican President Carlos Salinas de Gortari (left) has given the go ahead to the first stage in privatising the country's telephone service, Telefonos de Mexico. Plans include floating a portion of the Government's 56 per cent stake Japanese stock markets.

Page 23 on European and the

Market shrugs off the bears

The bears were out in strength last week - on paper, not in the market. Pessimistic soundings from analysts over hopes and possible effects of UK entry to the Exchange Rate Mechanism of the European Monetary System, were ignored and the market strengthened again last week. It finished higher despite another eight-year record high for the Retail Price Index, reports Andrew Marshall in the gilts col-

Engineering an executive role



ars of bemoaning that they were overlooked and undervalued, senior engineers are becoming more important. Recently one recruiting company bagged an engineering director for a pay package of more than £100,000 (\$168,000). This week's business column argues that the rising status of senior engineers reflects fundamental changes in how manufacturers sharpen their competitive edge. **Back Page**

Soviet shareholders boost bank The Moscow Narodny Bank, the Soviet-owned

bank which last year celebrated 70 years in London, has received a capital injection from its shareholders. The move, which increases its issued capital to £120m (\$201m) from £103m, is the second example of support for the bank from shareholders within a year. Stephen Fidler reports. Page 23

Market Statistics

Base lending rates Euromarket turnover FT-A World indices

Money markets New int bond issues NRI Tokyo bond index Traditional options US money market rates

Companies in this section

Arab Banking Corp Bulgin (AF) Conycon Eastman Kodak Hanover Druce

25 Kuwait Inv. Office Telemex Torras Hostench

an excessive Japanese ten-dency to save and a still under-developed will to spend.

Japanese officials pointed out that the economy was already operating at full stretch, and so any stimulus from the public sector at that

over the medium term.
Subsequently, the US has made its demand more precise.

fumbled around for a few weeks, not knowing quite how to neutralise this wholly unwelcome attack on their fiscal prerogatives.

Then, suddenly in May, a deus ex machina appeared in the form a report from the International Monetary Fund. It suggested that, in view of the huge future capital needs of eastern Europe, Japan's much criticised current

To say that Japanese govern-ment and business leaders were thrilled by this report would be an understatement. Their embrace has been so enthusiastic that some diplomats in Tokyo are beginning to worry that Japan's commitment to reducing its bloated surpluses will be forgotten and rows with trade partners will

other European governments have supported the IMF view, at least to the extent of saying that this is hardly the time to be discouraging savings any-where, is not going to make things any easier for Japanese

Meanwhile, Japan's economy has remained more buoyant than some expected in the aftermath of the country's stock market slump in the first quarter; thus, the appropriate ness of an increase now in pub-lic works spending is as much

question as it was a year ago. Certainly, factors that would be aggravated by a boost in construction activity, such as the supply of labour and building materials, are among those from which inflation warning bells are being heard these

days.
In any event, as the final round of SII talks next week in Tokyo approaches, Japanese officials have become much cism of the US demand; even to the point of questioning their US counterparts' understanding of basic economics.

"They are all lawyers or monetarists, they refuse to take account of the cycle," one complained last week.

More seriously, they point out that merely to maintain the current rate of public works spending, given a roughly 4.7 per cent rise in nominal GNP, will require a similar growth rate in public works budgets.

To then raise the rate to nine or 10 per cent over three to five years would require a further annual rise of 4 or 5 per cent, which would be enough to destabilise the economy.
Of course, some in Tokyo in mind.

Ian Rodger | May (£750m).

in Rush & Tompkins, the British property developer and contrac-tor, ran aground in April when the UK group went into receiverpanies. French and German construction groups have been particularly active as companies jockey for position during the run-up to the single EC market in in 1992. Holzmann, which paid less than £20m for its 14.05 per cent, last year acquired a 50 per cent stake in Jotsa, a Spanish contractor, 40 per cent of the French construction company, Nord France, and 100 per cent of Hillen & Roosen in the Netherlands. Many of the recent acquisitions A large part of Rush & Tomp-

under pressure due to the reces-sion in the UK housebuilding and

commercial property markets. Not all purchases have gone

well. The acquisition 15 months ago by Hochtief, a West German contractor, of a 25 per cent stake

kins's contracting operations have been sold by the receivers to Ballast Needham, a Dutch contractor acquired by British Aerospace in 1987. Hochtlef, however, ecame one of the first Continer tal companies to win a public road contract in Britain because of its relationship with Rush &

Richard Hopewell, a construc-tion analyst with Swiss Bank — which today publishes a compre-hensive review of European con-struction markets — says the decline in the early 1980s of the Middle East as a major source of work led many European contractors to concentrate on build-ing up domestic business. Several of these companies now want to expand into other markets. "It is no coincidence that contractors have reached a stage almost simultaneously when they are

horizons," says Mr Hopewell. The openness of the British market, with its wide share ownership of many medium to large

contractors, makes it easy for Continentals to raid. This contrasts with the more closed contracting communities in France, Germany, the Nether-lands and Italy where complex share structures and family own-ership make it more difficult to

pursue acquisitions.

French and German contractors are used to taking stakes in each other's businesses. Dumez of France, for example, owns 53 per cent of GTM Entrepose, also a French company, which in turn owns 37.5 per cent of Dumez. One of the most complex share structures according to Swiss Bank involves RWE of West Ger-many which owns more than 50

per cent of Hochtief. Hochtief, meanwhile, owns 20 per cent of Holzmann, which in turn owns 24 per cent of Dywidag, a West German contractor. Italy has high a number of family-owned or state contractors which are also difficult to break

into. Voting shares of many Dutch contractors are held in trusts which issue bearer depository receipts to investors entitled to

makes hostile bids very difficult. French companies, led by Dumez, have been particularly active in buying stakes in other active in buying stakes in other European contractors. Prices paid have often been high in relation to the sales and earnings they are acquiring, say Swiss Bank. Bouygues, France's biggest construction group, recently paid Pta950m (£5.3m) for 70 per cent of a Spanish company with a turnover of Pta1.9bn — a price/sales ratio of 0.7.

ratio of 0.7. Spain has been particularly popular for joint ventures, stake building and acquisitions.

German contractors have also been busy taking strategic stakes. Most have strong balance sheets. Almost every quoted German contractor except Strabag has had a rights issue during the past 12 months. They may, however, be distracted by growth in their domestic market - where construction output rose by 6.5 per cent - and by plans to expand in eastern Europe after German reunification.

British companies faced with pressure to maintain earnings per share are more likely to forge joint ventures than embark on an acquisition trail which, as Hochtief discovered, can be risky as well as profitable.

Builders put their European houses in order

Cross-border holdings between European contractors 4% 85% 70% 10% 5% 5% 40% 55% 14% 14% 100% 14% 100% 100% 100% Centro/Trabajos Spie Batignoties Jean Letebvre (GTM) Bitfinger & Berger Holzmann Davy Corpora Nord France Dragados Trafalgar House Huarte 100%

Flags and other burning issues

By Anthony Harris in Washington

Nicholas Brady, who first pro-posed unified control of the mar-kets two years ago in his report on the 1987 stock market crash. That report argued that the futures market should be under the same rules as the stock market. The advice was simply ignored by the Reagan Adminis-tration. That must have stung.

So must the sceptical reception of the Brady plan for Third World debt (rightly sceptical, as it has turned out), and the current Washington belief that the Treasury has lost control of economic relief to the Fed. policy to the Fed.
All this must have increased determination in the White House to win one for Nick Brady,

who is Mr Bush's most intimate friend among his colleagues. Now there is nothing wrong with advancing the career of one of the ablest men in the capital, or the prestige of one of the nicest; but it is an odd use of political time when there are more important things to consider. Apart from the budget crisis, which is at least under con-

sideration - though totally

unproductive consideration, according to the leaks so far there is a generalised financial crisis which is still growing. The US banking system, which

has already had to write off enormous losses on its reckless lending to Latin America in the 1970s, is now seen as quite urgently threatened by equally large losses on property leading. This may look like a market convulsion which Washington can only helplessly watch. In fact, the Government has an active role through two of its agencies: the office of the Comptroller of the Currency, which sets prudential standards for banks, and the trading activities of the Resolution Trust Corporation (RTC), the body charged with managing and realising the assets of bankrupt

savings and loan bodies.

The Comptroller, Mr Richard
Clarke, is now involved in what looks like a permanent road show, where he attends regional bankers' meetings to deny that his agents are trying to impose a squeeze on property credit. It is the market which has changed,

he says, we are simply applying our normal standards. He is probably right, for US bank directors tend to rush to extremes when fashions change.

I experienced this directly when an Atlanta businessman asked me to put him in touch with a British bank. His local bankers had outlawed all foreign exposures after losing money in the Third World and he could not get finance for an export deal with Switzerland.

This time, however, the banks are convinced that they are being pushed in the direction their instincts are already urging them, and the Comptroller might as well save his breath. A clear statement from the Treasury might reduce the panic. It would not, however, reduce the fears in the property market of what the RTC is about to do to values.

The RTC is working to a timetable, which involves trying to sell a lot of questionable holdings into an already depressed mar-ket. It is now talking of cutting assessed values by mor per cent to find buyers. sed values by more than 20



Here again, the trivial is promoted above what matters. The timetable is being pursued with great urgency; but it has been imposed for no apparent reason except to convince the public that something is being done.
Yet the US Treasury could readily finance a sensible holding the realisations to secure the best given the political authority. It all comes down to leader ship, as do most questions in the Bush era. Other countries such as the UK and Japan have been able to mount operations explictily designed to deflate specula-tive land markets, and to produce dismay well short of panic. In the US, nobody seems willing to say that markets can get out of hand. Result: a squeeze with no explicit aims produces generalised dread. This does mat-

Construction accounts for about 8 per cent of GNP. The housing market is already demographically weak (a fact at last admitted in a report from the property industry), the commercial market is over-supplied, and quite a sharp contraction is inevitable. If uncertainty turns this into an industry depression, the direct and indirect impact (through consumer durables)

could depress the economy.
As it is, the downturn in construction and car sales is enough to offset the I% per cent which export growth promises to con-tribute to GDP this year. But the Government has nothing to say. In a city of evasive opportunism only the Fed conveys a sense of steady purpose; small wonder that Mr Greenspan's clout seems to grow heavier each day, even when he does nothing perceivable to the naked eye.

Meanwhile, the top item on the

political agenda is the most dis-graceful triviality of them all the flag amendment. The Supreme Court has judged that the Constitution protects even those who insult its visible symbol, the Stars and Stripes. This has been seized by the White House as an opportunity. It proposes that the Constitution must be changed. Dr Johnson had the only adequate comment. Patriotism is the last refuge of scoundrels.

Economics notebook: US/Japan public works row

Tokyo defends right to silence

WITHIN days of the publication of the interim report on the US-Japan Strategic Impediments Initiative (SII) st April, officials in Japan's Ministry of Finance began arguing that a long-term commitment on public works spending, such as the one demanded of Japan in the report, was out of the question. Such a reaction was entirely

predictable from the power conscious and conservative gnomes of Kasumigaseki. How dare anyone try to usurp their right to adjust the use of such a sensitive economic lever from year to year? How preposterous to expect them to set public works

spending targets for a nine or 10-year period? In reality, as anyone who has spent much time in Japan knows, it is not a bad idea. Much of Japan's infrastructure including the Ministry of Finance's own building - is still of Third World quality. Even that which is fairly mod-

ern, such as Tokyo's Narita airport, has become totally inadequate to the country's needs. Nevertheless, if the gnomes had their way, as they did for the first half of the 1980s, little would be done to improve it.

Public works spending as a percentage of gross national product slipped as low as 3 per cent in the years from the late 1970s to 1986. It jumped to about 6 per cent in 1987 following intense US pressure on the Japanese Government to stimulate the economy and in the current year is expected to be about 6.3 per cent.

Yet the US started to get aggressive again last summer about Japan's relatively low public works spending when it discovered that not only the country's highly-competitive private sector had a surplus, but so did the public sector. This was seen as an outrageous state of affairs, reflecting Demands were issued for an immediate boost in public works spending, but were soon

time would be dangerously inflationary. But US officials remained

unhappy and so returned to the theme in the SII talks. They managed to get a gen-eral commitment from the Japanese in the interim report to increase public spending "rela-tive to the size of its economy"

They are apparently seeking a rise in the annual public works spending rate to 9 or 10 per cent of GNP within three to five years, and maintainance of that rate thereafter.

Ministry of Finance officials

account surplus was perhaps a good thing after all.

THIS WEEK

THIS is a heavy week for statistics in Britain and the US but with few interesting fig-ures being released elsewhere. In Britain, the markets' attention will focus on Friday's trade and current account figures for May. Last week, the Government announced that last year's current account deficit was almost £2bn (\$8.3bn)

less than the £20.9bn previously estimated and also revised down this year's first quarter deficit to £4.74bn from £5.47bn previously. The changes resulted from stronger than expected invisi-ble exports and these will also be reflected on Friday in the

monthly visible trade and current account figures for the first five months of this year. However, the consensus of analysts' forecasts compiled by MMS International, the finan-cial research company, suggests that the May deficits on trade and current account will still be substantial, at £1.6bn and £1.4bn respectively.

Today's latest UK industrial production figures for April are expected to show output stag-nating while unit labour costs for April, also out today, could to show an annual growth rate

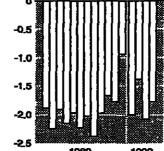
of almost 8 per cent.

Detailed first quarter gross domestic product figures will be released in Britain on Friday, the day after the US pub-lishes revised first quarter GNP data. Canada and Japan are also due to publish GDP and GNP data for the first quarter. Together these should present a picture of generally sluggish growth in the Anglo-Saxon economies, offset by a stronger performance in

Statistics and events (with MMS consensus figures in

Today: UK, output of the production and manufacturing industries for April (flat), unit labour costs for April (up 7.8 per cent annually), public sec-tor borrowing requirement for

UK visible trade Balance (£ billion)



1989

Tomorrow: US, May housing starts (1.22m). Switzerland, May wholesale price index,

unemployment.

Wednesday: UK, Money supply figures for May (MO up 0.4 per cent, M4 up 0.9 per cent, bank and building society lending £5.5bn). France, May trade balance (FFr4.4bn deficit). Canada, first quarter GDP (up 0.8 adjusted annual rate), first quarter current account(minus

C\$5bn). US, Federal Reserve publishes latest "tan book." Thursday: US, final first quarter GNP (up 13 per cent), final first quarter GNP deflator (5.7 per cent), first quarter after-tax profits, M1, M2 and M3 for week ended June 11, Federal Reserve Board Chairman Alan Greenspan testifies on credit availability to Senate Banking Committee, Canada, April retail sales (down 0.7 per cent). France, April industrial production (up 0.2 per cent). Japan, April personal income

Friday: UK. May visible trade (£1.6bn deficit) and current account (minus £1.4bn), first quarter average GDP (up 0.4 per cent), May building society commitments (£3.5bn). US, May durable goods orders (up 2 per cent), May personal income (up 0.4 per cent), May personal consumption expenditure (up 0.2 per cent), May bank credit.

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CS Holding raises \$1.5bn to restructure

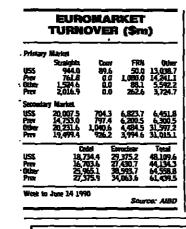
CS HOLDING, the Swiss financial holding company whose subsidiaries include Credit Suisse and CS First Boston, is raising \$1.5bn through a group of international banks. The loan, being arranged through Credit Suisse First Boston, will carry a 364-day maturity and is now in syndi-cation. Lenders will have an option to extend the facility under an "evergreen clause." It will be available for drawing for about six months and, if used, will be drawn as a term

Further details are vague but the financing is said to be linked to a proposed restructuring of the CS Holding group associated with its acquisition of Bank Leu, Clariden Bank and Bank Hofmann.

The maturity of less than a year means the financing will require a smaller capital allo-cation among lending banks. The question of whether CS Holding is a bank or not - a subject currently the subject of a court case — is also relevant

to the allocation needed. Noranda of Canada and Trelleborg of Sweden are raising an \$850m medium-term loan for their jointly-owned Canadian company, Trellnor. The loan, carrying a seven-year maturity, will refinance facilities arranged for their acquisi-tion last September of Falcon-

The loan underwritten by a group of 13 banks, is being arranged by Royal Bank of Canada and Swiss Bank Corpocanada and swiss sank corpo-ration. It is split in half, one guaranteed by Noranda and the other by Trelleborg. Banks will be able to participate in either tranche or both. The loan, which starts amor-



tising after two years, carries an interest margin over Lon-don interbank offered rates of 40 basis points for the first three years, rising to 45 basis points for the next two years and 50 basis points (% percentage point) for the remainder.

Chase Investment Bank has launched into syndication a financing for Ethiopian Airlines to buy five Boeing 757s and refinance existing Boeing

The \$306.6m financing is split into senior debt totalling \$227.9m and \$78.7m of subordinated debt. The subordinated paper is being placed with Gen-eral Electric Credit Corporation and will not be syndicated. The senior loans, underwrit-

ten by Chase, ABN, National Westminster, and Mitsubishi Corporation carry a final matu-rity in the year 2005 and an interest margin of 75 basis points. There is a 25 basis point

The UK furnishings and design group Laura Ashley has successfully completed a refinancing totalling \$115m with a group of international banks. \$75m and \$37m, with the balance being made up by smaller facilities outside the

the new arrangements would involve secured financing. other details were not avail

In the sterling commercial paper market, Westinghouse Credit Corporation has estab-lished a £250m programme to fund the business activities of its international affiliate, Westinghouse International Capi-

Westinghouse Credit is the largest finance company in the business. The funds will be used to provide corporate and real estate financing in the United Kingdom.

The size of the programme, arranged by Barclays de Zoete Wedd with NatWest Capital Markets also acting as a dealer reflects the group's commit-ment to and confidence in the business finance market in the UK, according to an offi-cial.

Stephen Fidler

INTERNATIONAL BONDS

Sweden offers investors a liquid high-gaining sector

SWEDISH bonds are offering foreign investors the "sale of the decade," according to Mr Christer Kack, manager of bonds and moneymarket instruments at Skandia Insurance Company, one of the biggest institutional investors in the country. The yields on SKr300bn of government bonds are among the highest in Europe, offering overseas investors a high-gaining sector.

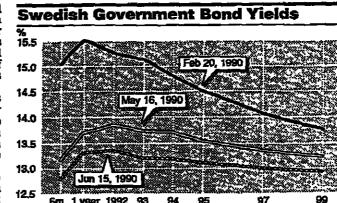
But, after an initial spurt that followed the removal of exchange controls a year ago, foreign money fights shy of the Swedish market. The problem is that the first entrepreneurs who ventured into the market a year ago - mainly the Germans and Danes - saw the value of their initial bond purchases plummet as Swedish long-term interest rates rose sharply - by 2½ per cent in several months - and the cur-rency weakened. These investors remain wary of becoming involved again.

However, the last few months have seen a return of demand for Swedish bonds as

yields have remained high and interest rates have come down slightly. The yield on 10-year Swedish government paper is now 13 per cent. Yields could prove even more attractive if the Swedish Government wins its fight against inflation.

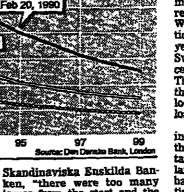
Lifting exchange controls Swedish bonds, but the removal of the turnover tax on interest rate instruments in April gave another fillip to the bond market. Much bond and equity - activity moved to Copenhagen and London in a bid to avoid the turnover tax which was imposed at the beginning of last year. How-ever, since the tax chased much business offshore, it offered little real revenue for the Government and was repealed on bonds this year and halved on equities.

Turnover on the Swedish bond market has picked up from the SKr5bn a day under the tax regime to some SKr10bn but activity is unlikely to return to 1987 lev-



The Eurokrona sector remained the one tax-free area for foreign investment during the reign of the turnover tax. After the end of exchange controls there was a rush of new issue activity which saturated the market. Banks have tried to impose some discipline on

"We hope the issuers will be more restrained," says Mr Lars Gustafsson, vice president at



ken, "there were too many issues from the start and the investor base was just not there for them." The Eurokrona market was closed in October last year and SE Ban-ken reopened it last month with an issue of bonds for Swedish Export Kredit. This

met slow demand. Another area of interest for retail clients is the Swedish

mortgage bond sector. Mort-gage institutions have already surpassed the Government in debt borrowings and look set to continue issuing high-yielding paper as they are forced to refinance maturing bonds. When the mortgage institutions first issued paper 15 to 20 years ago, placement rules in Sweden forced banks to buy certain amounts of the bonds. These are now maturing and the mortgage institutions are looking to refinance long-term

loans to householders. Swedish investors are more interested in buying equity than bonds, but a far-reaching tax reform next year and a large-scale marketing effort by hanks and mortgage institutions could attract more interest in fixed income instru-

The Swedish turnover tax may have altered investors' methods of trading. Mr Anders Kvist, head of treasury and trading at Gotabank, believes several scandals surrounding futures in the mid-1980s as well as the turnover tax have heightened risk awareness and trading activity will never be what it was several years ago. The inclination to trade is now much weaker and in fewer accounts are involved. he says, "decisions must be taken at a much more senion

The most actively traded derivatives contract is an interhank market on the 5-year 202 benchmark Government bond This over-the-counter product trades around 2,000 lots a day but it could soon be overaken by a notional 7-year bond futures contract which the banks have asked the Swedish options market, OM, to clear for them.

The futures product has got off to a slow start, but it is favoured product when the 202 bond approaches maturity in the next couple of years. OM will also clear a six-month due to start over-the-counter

Deborah Hargreaves

trading in September.

														سنب سيري سيار استساحي سيار المنسان	
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Borrowers	Ashount m.	Maturity	Av. life years	Coupon	Price	Book runner	Offer yield %	Borrowers	Amount m.	Maturity	Av. life years	Coupon %	Price	Book runner	Offer yield
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SWISS FRANCS								Minebes Co.(c)‡◆	23bn	1995		-40toc	100.10	Nomure Int.	
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Johnson & Johnson★★◆	150	1994	-	7	101%	UBS	6.525	EIB(I) ◆	20bn		10	65g	100½	Nomura Int.	8.57.
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STERLING				. 47	• •			tirst five years, then > % thereafter isomehed in US under rule 144s. (Cell ster fr Juli et 103 A	ve years at 10 rom July 1990	10. I) 25bp ov 3 declining 1	er 5-month U 1% parto 10	bor, Securi O. Convers	id by dual-currency bonds. (i) i ion price \$52 2. i) Fungible v	Additional S140: with Y400m bon
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Security Pacific Hoare Govett Group Limited and Girozentrale Gilbert Eliott are pleased to announce the establishment of

Hoare Govett Gilbert Eliott

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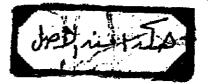
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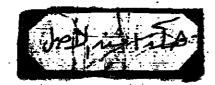
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Gilbert Eliott Securities Limited, is in the course of changing its name to Hoare Govett Gilbert Eliott Limited, Member of The Securities Association Member of The International Stock Exchange Member of The Association of International Bond Dealers Incorporated in England (No. 2428715). Registered office Salisbury House, London Wall, London EC2M 5SB





INTERNATIONAL CAPITAL MARKETS AND COMPANIES

Mexico to offer 20% of Telmex

By Richard Johns in Mexico City

THE MEXICAN Government is offering a 20.4 per cent holding in Telefonos de Mexico (Tel-mex) as part of a privatisation exercise aimed at drawing in a foreign telephone utility as a

ector:

And the second s

Austund Hurgreite

With the company's current market valuation the equiva-lent of about \$7bn, such a stake would cost \$1.4bn. However, the Government - which owns 56 per cent of Tehnex - is undertaking a complex capital restructuring of the company to enable the successful bid-ding consortium to gain effective control at a diluted price.

KIO seeks

to buy rest

THE KUWAIT Investment

Office (KIO), has asked permission to launch a takeover bid for the last remaining 2.27 per cent of its Spanish industrial holding affiliate, Torras Hos-

tench, still quoted in Spain, in the final part of its effort to regain total control of the

company and remove it from the stock market.

KIO, along with some close associates in Spain, already

controls 97.73 per cent of Tor-

ras following a takeover offer

earlier this year which is thought to have cost it more than Pta60bn (\$576m).

Although an offer price for the

remaining shares has not been

released, it is understood the offer could cost the Kuwaitis

about Pta350m. KiO and its

Spanish associates plan to remodel Torras's finances and

its industrial holdings after

After hours trade

THE American Stock Exchange has joined the Chi-cago Board Options Exchange,

the Cincinnati Stock Exchange and Reuters, the communica-

tions group, to form a global network to trade securities

after hours, Reuter reports.

move by Amex

of Torras

By Peter Bruce

Following an extraordinary meeting of shareholders held on Friday, as an initial step towards dislovestiture it will dispose of 5 per cent. One and half limited (non-voting), so-called L-shares will also be ing a foreign partner, able to issued to existing shareholders for every one held. Telmex shares are traded on the Nasdag over-the-counter market in the US in the form of American depository receipts and as much as 25 per cent of the company is already under foreien ownership.

Telmex has been a strong performer on the Bolsa Mexi-

cana de Valores (BMV) since the company began a reshape just over a year ago.
The Government is seeking

ing a foreign partner, able to provide technology to upgrade and expand the country's tele-communications system. It is looking for an investment in the business of as much as \$10bn over the next 10 years. The foreign group is expected to be permitted a maximum 49 per cent share in the consor-tium, and may have its voting rights to the Telmex shares the idea actively.

restricted by a trust mecha-

Acciones y Valores, a brokerage house, and the Desc Group holding company have been identified as Mexican interests building up substantial share-holdings in Teimex.

Foreign telecommunications companies known to have been involved in talks with potential Mexican partners are Telefónica of Spain, NTT of Japan, Bellsouth and Southwestern Bell of the US, and British Telecom. However, BT is understood not to be pursuing

Computer makers form alliance

By Louise Kehoe in San Francisco

EASTMAN Kodak and IRM are to form an "alliance" to develop a new generation of computer systems for publish-ers of newspapers and maga-

Kodak's Electronic Pre-Press Systems subsidiary, which includes Atex Publishing Systems, the leading supplier of computerised publishing systems, will collaborate with IBM's Media Industry Marketing group to establish and support a publishing systems architecture based on open industry standards, the compa-

The alliance will add IBM's marketing muscle to Atex's software expertise, industry analysts said. It represents a

competitive challenge to com-panies such as Systems Inte-grators, which specialises in newspaper publishing systems. By adopting industry stan-dards, IBM and Kodak aim to dards, IBM and Kodak aim to link the pre-press functions of a publishing system — edito-rial, advertising and produc-tion — with business functions such as circulation, finance, management reporting, and credit checking and billing for advertising, to create "enter-prise-wide" companies: systems

prise-wide" computer systems for publishers. IBM will provide technical, marketing, development and financial resources to this endeavour and will play an active role in strategic and operational activities, the com-

pany said. Kodak's EPPS will provide its publishing-industry and applications software expertise. The alliance with IBM will enable us to focus on imaging and publishing systems soft-ware, which is where we can add value for our customers. it's clear we both bring much to this alliance and have a lot to gain from the partnership," said Mr John White, vice preaddent and general manager of Kodak's Integration and

Systems Products Division. The alliance reflects IBM's strategy of developing indus try-specific computer "solu-tions" and Kodak's move to focus on areas of expertise

Bank to issue credit card bond

By Tracy Corrigan

FIRST Chicago, the US bank, is preparing to launch \$1bn of credit card backed bonds in the US and international markets simultaneously, the second global issue of such securities. The five-year fixed-rate issue, expected to emerge next week, will be lead managed by

First Boston in New York and Credit Suisse First Boston in Citicorp launched the first global credit card issue last month. The \$1.25bn five-year deal was issued through a vehicle called Standard Credit

The New York Stock Exchange this week announced plans to begin Card Trust, and arranged by Salomon Brothers.
The concept of global issue after-hours trading.

ance was pioneered by the World Bank, which launched the first global deal last year. Borrowers hope to reduce their funding costs by broaden-ing distribution and eliminat-ing price differentials between

The five-year SCCT bonds are currently trading at a spread of about 78 basis points above the five-year US Treasury yield.

Dealers expect the First Chi-

cago issue to be priced at a yield spread of about 80 basis points, offering a slight

Apart from Citicorp, Sears, Roebuck, the US retailer, is the

only other issuer to have offered credit card-backed bonds in the Eurobond market.

There is now more than \$3bn of credit card-backed paper outstanding in the Eurobond market, including the global SCCT deal. But the US market for credit card-backed securities now tops \$150hn, according to Standard & Poor's, the US rating agency.
Nevertheless, European

investors' appetite for assetbacked paper appears to be sharpening. Two Eurobond issues backed by car loans are also expected to emerge

Decision reached on division of Conycon

By Peter Bruce in Madrid

THE LENGTHY break-up of the marriages and business empire of two of Spain's most successful modern entrepre-neurs, the cousins Alberto Cortina and Alberto Alcocer, from their wives, Alicia and Esther Koplowitz, took a decisive step forward this weekend with the parties agreeing on a division of the industrial and financial holdings of the group they cre-ated, Construcciones y Contratas (Conycon).

Under the deal, the two estranged husbands are to take over control of Conycon's 30 per cent stake in the suc-cessful medium sized commercial bank, Banco Zaragozano 10 per cent in Cofir, the Spanish investment arm of Mr Carlo de Benedetti, 5 per cent of Canal Plus, a new satellite television channel, and 10 per cent of Estructura, a small business publishing group.

The agreement leaves the two sisters in full control of Grucycsa, the Conycon group's holding company, which owns the Constructiones y Contra-tas construction company, the Portland Valderrivas cement group, which also owns the giant new Torre Picasso office block in Madrid, and the building and municipal services group, Focsa.

The agreement also covers the division of huge rural estates and allows the two Albertos to continue running their share of the Conycon spoils from their luxury offices at the top of the Torre Picasso. It is assumed that the empire will one day unite again when it passes to the children of both marriages.

ABC issue oversubscribed

ARAB Banking Corp, the Bahrain based bank, said its \$350m share offering, the biggest ever held in the Middle East, had been 14.2 per cent oversubscribed, mainly by Arab investors.

Mr Abdullah Saudi, ABC

president, said 84 per cent of the bank's issue of 25m shares had been privately placed.

Moscow Narodny Bank receives capital injection

By Stephen Fidier, Euromarkets Correspondent

THE Moscow Narodny Bank, the Soviet-owned bank which last year celebrated 70 years in London, has received a capital injection from its shareholders. The move, which increas its issued capital to £120m (\$200m) from £103m, is the sec-ond example of support from shareholders within a year.

According to the bank's annual report, Moscow Narodny transferred £49.3m of problem sovereign loans to an unspecified shareholder, thereby freeing £27.1m of provisions previously made. A fur-ther £15.9m of provisions would have been required last year under the new Bank of England matrix.

tions. Rach shareholder other than Eurobank in Paris renounced its subscription rights in favour of the State Bank of the Soviet Union, the Soviet central bank. State Bank and Vneshekonombank, the Bank for Foreign Economic Affairs, thus now own between them more than 50 per cent of

Moscow Narodny. Mr Bill Newman, an assistant general manager of the bank, said the bank was well poised to take advantage of an opening up of the east European markets. He said the bank had suffered some withdrawal of credit lines by some small creditors arising out of publicity about delays in payperipheral and had not significantly affected the bank's

The annual report shows a significant drop in profits after tax, provisions and transfers to inner reserves to £290,000 (\$494,000) from £5.63m. Net banking profit rose though to £21.5m from £15.4m. The bank's capital reserve benefited from an £18.8m revalua-tion of the bank's buildings in

Singapore and London.
Reflecting a shift in emphasis following a reorganisation of the bank — which has reduced staff numbers to around 170 now from a peak of 270 two years ago - fee-based income accounted for 37.5 per The bank's shares are held ments to some Soviet trade cent of the total last year, comby a variety of Soviet institutions, but this had been pared with 15 per cent in 1988.

Ecu60m divestment fund launched

By William Dawkins in Paris

MORE than 300 French companies pulled out of activi-ties that no longer fitted their core businesses last year, according to the managers of fund to specialise in French divestments.

Granville, the London-based investment group, and Edmond de Rothschild Banque, the Paris investment bank, have launched an Ecu60m (\$73m) fund, christened Europe Strategies, which will aim to take large stakes in the growing number of French and Belgian businesses being spun off. They expect the trend to acquisitions, the value of which reached FFr420bn (\$73.6bn) in 1989, 15 times more than five years ago. "Many acquiring companies feel the need to reduce the financial burden of their acquisition pro-

gramme by disposing of noncore activities," says Granville. It lists Thomson, the electronic group, Matra in missiles and electronics and Rhône-Poulenc, France's largest chemicals group, as the leading companies to have been most active recently in spinning off non-essential activities. Others include CGE, the telecommunigrow fast, as a side-effect of the cations and engineering group,

provincial government will

raise the general limit on for-eign ownership to 30 per cent

voting control or more with

ministerial approval. The gen-

eral rule now is a 25 per cent

maximum.

It means that Quebec based life companies will get easier access to outside capital to

compete nationally and inter-

nationally. Quebec-owned gen-eral insurers are mostly affili-ates of life companies.

hectic expansion in French Usinor-Sacilor, the steel giant and Rlf-Aquitaine in oil and chemicals.

The fund aims to make two or three investments annually. investing from FFr20m to FFr100m in stakes from 20 per cent up to full ownership. They will take an active part in management and encourage the companies' own executives to buy equity, both of which are unusual in French development capital. Granville estimates that managers get. a own companies in around 2 per cent of French divestments, as against 35 per cent in the US and 25 per cent in Britain.

Ouebec to ease investment

By Robert Gibbens in Montreal

QUEBEC plans to ease restrictions on foreign owner-ship of provincially-incorpo-rated insurance companies. Quebec insurance firms will be able to invest in commercial

companies operating in related fields, falling short of some companies' ambitions to be free to acquire sole control of commercial and industrial firms generally.

In amendments proposed to the Quebec Insurance Act the Sanwa Trust arm sold to US bank

BANKAMERICA Corp's Bank of America said it had signed a definitive agreement to acquire the corporate trust business of Sanwa Bank California, a unit of Sanwa Bank, the Japanese bank, for an undisclosed sum, Reuter reports.
It said that under an agreement with Sanwa, most of

Sanwa's corporate trust accounts would be assumed by Bank of America, which will also service those accounts retained by Sanwa.

MERCURY SELECTED TRUST (SICAV)

14, rue Léon Thyes, L-2636 Luxemb R.C. Luxembourg No. B.6317

PAYMENT OF DIVIDEND

Notice is hereby given to Shareholders that, following a Resolution passed at the Annual General Meeting of Shareholders held in Luxembourg on 15th June, 1990, final dividends for the year 1989 of US\$0.55 per share for the Dollar Global Bond Fund, US\$0.70 for the Global Managed Currency Fund, US\$0.50 for the Yen Global Equity Fund, US\$0.50 for the Yen International Equity Fund, US\$0.50 for the Yen International Equity Fund, US\$0.50 for the Yen International Equity Fund, US\$0.50 for the Yen Global Bond Fund and DM0.20 for the DM Global Bond Fund have been declared.

These dividends will be paid on the 29th June, 1990 to registered Shareholders of the respective Funds who are on the register at 15th June,

These dividends will be paid from 29th June, 1990 to Bearer Shareholders of the respective Funds against presentation of Coupon No. 6 for the Dollar Global Bond Fund, Coupon No. 5 for the Global Managed Currency Fund, Coupon No. 6 for the Yen Global Equity Fund, Coupon No. 6 for the Yen International Equity Fund, Coupon No. 8 for the Yen Global Bond Fund and Coupon No. 1 for the DM Global Bond Fund at any of the Company's Paying Agents including its Paying Agent in the United Kingdom: S. G. WARBURG & CO. LTD.
Paying Agency, 2, Finsbury Avenue, LONDON EC2M 2PA

from whom claim forms can be obtained. United Kingdom tax will be deducted from claims in the United Kingdom at the rate of 25 per cent. maless claims are accompanied by an affidavit.

Final dividends will not be paid on the remaining Funds. MERCURY SELECTED TRUST 18th June, 1990

COMPAGNIE GENERALE D'ELECTRICITE - C.G.E.

tation organized under French lew (Bedete enc Capital : Presch Prates 4.301.011.00 Head - Cilica : 54, rus La Boete - 75006 PARth Registered Head Office : PARTS B 642.018.000

DELECTRICITE C.G.E. who were called for June 12, 1990, being unable to steet welldy to lack of quorson, are again, convened to a General Meeting to be field at 3, rue L.s. Feyette -

lack of quorust, are again convened to a Ge 78000 PARIS (France) on June 25, 1990 : 1) at 11 a.m. for the holders of 10% % 1980-1991 Bands (originally lessed by Compagnic Financiere Alcase) of FF 5,000 each, convenible into common phases of C.G.E.

2) at 3.30 p.m. for the holders of 65 % 1990-2000 Boods of FF 690 each, convertible into

our stay that of C.G.E.
der to consider the same agends as the one for the list meeting, that is:

— Board of Chector Report

— Approval of the decisions proposed to the list meeting (Ordinary and Entracodinary) of whereholders, authorizing the board:

· to leave warrants which permit to subscribe shares, with the sh

- to issue variants which permit to subscribe shares, with the shawholders' waiver of their preferential right, - to allow the employment of the company and of the companies of its group right to subscribe or to buy shares, - to issue shares allocated to the employment of the companies of its group who issue subscribed to a "plan dispergne enterprise"; and to issue shares allocated to the employees of the company and of the companies of its group who can't be manifer of a "Plus dispergne enterprise" and to issue shares against presentation of securities issued by substituties of CALE.

— Decision on the methods of recording the documents of the general meeting. To permit the bondholders to attend or to be represented at these meetings, the Bonds or their deposit encipts, must be deposited at least five days before the date fixed for the meetings, at the offices the beints meeting perficipated in the placing of these Bonds and for

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INTERNATIONAL CAPITAL MARKETS

2ml July 1990 David Reed on 071 873 3461

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FINANCIAL TIMES

Markets lose their enthusiasm

THE final flush of enthusiasm left over from May's brisk rally has ebbed away from US credit markets. Prices edged only a fraction higher over the past week although it was enough to ease yields below their range of the past four months.

The only liveliness was induced somewhat artificially. First the market responded positively to a fall in retail sales then negatively to a rise in industrial production. Both were over-reactions to the real

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message of the data. For a further fix on the economy, the markets will read with interest the Beige Book this Wednesday summarising conditions in Federal Reserve districts around the country. Philadelphia Fed said recently that industrial activity seemed to be levelling off in its region.

As usual, the Book will be one of the many pieces of intel-ligence the Fed's Open Market Committee will consider when it meets in July to decide on menetary policy. Only the handful of unreconstructed recessionists believe the FOMC

will vote to ease policy a notch. This is not to say tranquility will rule in coming months. Wednesday also brings the Treasury's announcement of the details of its auctions of two-year and four-year notes the following week, reminding market of an uncomfortably large supply of new issues

These are the first sales after an auction lull that allowed many market participants to ignore that the Treasury and various government agencies have to raise a lot of new money in coming months. The total is about \$62bn between now and the end of August, estimates Mr Geoffrey Dennis of James Capel in London.

THE European Options Exchange (EOE) in Amsterdam

is planning to launch a large-scale European stock index product next year which will be denominated in Ecu. Mr Ted

Westerterp, president of the EOE, says the exchange will

list futures and options con-

tracts on the new index as well as giving other exchanges the

opportunity of trading.
The Top 100 index will

Dutch offer Ecu product

By Deborah Hargreaves in Stockholm

"This heavy downpour of aper will be very difficult for the market to absorb unless yields move higher," Mr Dennis believes. "With hopes for a Fed ease and for a 'credible' budget agreement still slim, the market is due for some indigestion as we enter the third quarter. We reiterate our view that long yields are set to return to 9 per cent dur-

ing the summer."

Moreover, the hoary old issue of foreign investors' interest in US securities hangs over the markets again. Treasury figures show that they made net purchases of only \$700m of US bonds and stocks in the first quarter of this year, a mere morsel compared with the average of \$18bn per quar-

ter they devoured last year.
If central banks' net sales of \$5bn of US securities are included, there was a net outflow of foreign money in the first quarter. Excluding the period right after the October 1987 crash, this was the worst performance since early 1984.

The sharp drop-off in securities purchases, combined with a reported decline in first-quarter direct investment, suggests that the US is struggling to maintain foreign capi-tal inflow, with interest rate differentials at decade-long lows," said Mr Robert DiClimente, a Salomon Brothers economist in New York.

These international factors which are likely to contribute to the upward pressure on interest rates during the summer did not appear to be much on the bond market's mind last week. Instead it picked over the retail sales and industrial production numbers for some clue as to where the economy and the Fed are heading. The trouble is that both sets

include the most highly-capitalised stocks in nine coun-

tries, according to Mr Wester-The index will include

stocks from the UK, France, West Germany, Italy, Spain, Belgium, the Netherlands,

Mr Westerterp says he believes it is a truly European product which will be attrac-

tive to investors in the run-up to the 1992 single market.

take the consumer's pulse. It "is a flawed and misleading series," said Griggs and San-The numbers should be published quarterly." A much more accurate measure is the personal consump-tion series which avoids the shortcomings of the retail sales figures. Crucially half the

of data are suspect, particu-

larly the former. May retail sales fell 0.7 per cent from

monthly decline in a row. Such a long running decline was last

seen in September-November

1981, presaging the short reces-

sion from late 1981 into 1982.

So the market loved last

week's figures as a sign of

weakening economic activity

What consumers get up to is

and hence lower interest rates

vital to the economy. They generate some two-thirds of

gross national product. With the economy short of other

stimuli at the moment, how much they spend will have a

strong influence on the rate of economic growth this year.

But the retail sales figures

are a grossly inaccurate way to

monthly consumption is ser-

vices, a huge sector of the economy retail sales ignore.

Moreover, personal consump-tion figures come out after

April,

marking the third

retail sales so they are based on fuller and more accurate

May's personal consumption figures will be released this Friday with economists forecasting a rise of about 0.1 per cent from a month earlier, in contrast to retail sales' decline. One caveat: they are likely to have grown more slowly than in the previous month.

The industrial production figures were also rather misleading last week. Output increased 0.6 per cent in May, much more than forecast. The market thought this was a sign of a pickup in the sluggish goods producing sector and hence a reason for the Fed to hold interest rates steady.

But excluding car produc tion, output was up only 0.2 per cent. Also it was rebound-ing from a flat April so next month's figure is likely to be far less perky.

For those disappointed by the turn of events last week, one of the few providers of reassuring words were S. G. Warburg's bullish New York analysts. The inflation figures were looking good, they said, so "don't lose heart... the Fed will soon feel comfortable with easing."

Roderick Oram

5.46

US MONEY	MARK	et ra	TES ((%)	
	Last Friday	1 week	4 wits	12-month High	12-month Low
fed Funds (weekly average). Three-shorth Treasury bills. Sta-mosth Treasury bills. Standard Treasury bills. Three-shorth Projec CUS. 30-day Consensual Paper 30-day Consensual Paper	8.24 8.15	8.25 7.95 8.03 8.24 8.13 8.08	8.19 7.99 8.14 8.36 8.18 8.15	9.92 9.11 9.37 10.35 9.95 10.05	8.00 7.20 7.18 8.18 8.05 8.15
US BOND PR	ICES A	ND Y		(%)	
	Last. Fri,	Change on tek	Yield	1 week	4 mk. ago
Seven-year Treasury	197 A	**	8.47 8.53 8.42	8.49 8.53 8.44	8.77 8.79 8.69
Money supply: in the week ended		easonally	urce: Sal adjuste	omon Bros d M1 rose	(estimate \$4.3bn
NRI TOK	YO BO	ND !!	IDEX		
		PER	FURMANCE	INDEX	
December 1983 = 100	14/6/90	Augrage yield (%)	Last. week	12 wis age	26 wis ago

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May 29, 1990

CITICORP

Investors concentrate on being right

THE bears were out in strength last week - on paper, not in the market.

Many analysts have long had doubts about how far the pres-ent rally was justified by hopes of UK entry to the exchange rate mechanism of the European Monetary System, and what the longer-term effects of

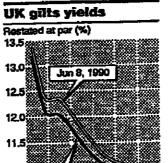
misjudged entry might be.

Much good has their pessimism done them, so far, the
market strengthened again last week, finishing higher despite another eight-year record high for the Retail Price Index. The Treasury 11% per cent 2003/2007 ended the week well off its highs, but two points above its level of a week ago at 102% to yield 11.36 per cent.
Being right for the right rea-

sons about the gilts market has taken second place to simply being right, which has meant following the market up. "Everyone has the feeling that the current level looks unjusti-fied, but neonle are buying fied, but people are buying, and that justifies it," says John Shepperd from Warburg Secu-

rities. The only reason for buying rine only reason for odying sterling assets is the currency," he argues; domestic investors buy because they see overseas interest. The level of inflation makes yields look ridiculous, he says, characterising the market as "expensive but well supported." How much further can this

process go? Mr Roger Bootle of enwell Montagu concludes that the pound may have



already taken all its boost from EMS membership, and thus may not have much further to go. On entry to the ERM, then, neither lower interest rates nor a higher currency may be delivered: indeed, Mr Bootle also sees the possibility of tightening of monetary policy

10 years 20

Jun 15, 1990

after entry. "A sharp monetary slow-down is necessary simply to stabilise the external value of the currency and the balance of payments," says Mr David Smith of Williams de Broe. Without it, the pound will start sliding once more, UK trade will drift deeper into the red, and Britain will either not be allowed to join the ERM or be unable to maintain its membership for more than a short period." Mr Smith's analysis is based on the continuing high rates of growth of broad

money, and Bundesbank stric-tures about the pre-conditions

of entry to the ERM. The Japanese, rational long-term investors with an eye to the fundamentals, must have greatly enjoyed the mar-ket's Euro-euphoria. They have been merrily unloading gilts into the rally, to the point where they have little left to sell, analysts said last week. Although they are keen on direct investment and property in the UK, and have quite a taste for equities, they have yet to see much reason to put money into gilts.

Ian Abrams of Nomura Securities says that the Japanese are "distinctly unimpressed" by the ERM argument for buy-ing gilts. Professional bond investors have tended to avoid the market," says Neil MacKinnon of Yamaichi. Resolving some of the uncertainties over the pound may have led to a keener appreciation of the virtues of sterling-based assets as whole, he says, but gilts are dependent on two other things: a more liquid market and a better inflation performance. Instead, he says, Japanese institutions have been keener

on short-term instruments cash, money market instruments, even some short-term "It's very difficult for Japanese investors to understand interest rate policy – it's diffi-cult enough for us in London," says Mr MacKinnon. The infla-tion backdrop means that for

points to either rapid reversel of any base rates cuts or persis tent devaluation, he argues The bottom line on ERM for Japanese investors, Says Mr MacKinnon, is that "they don't see it as a quick fix."

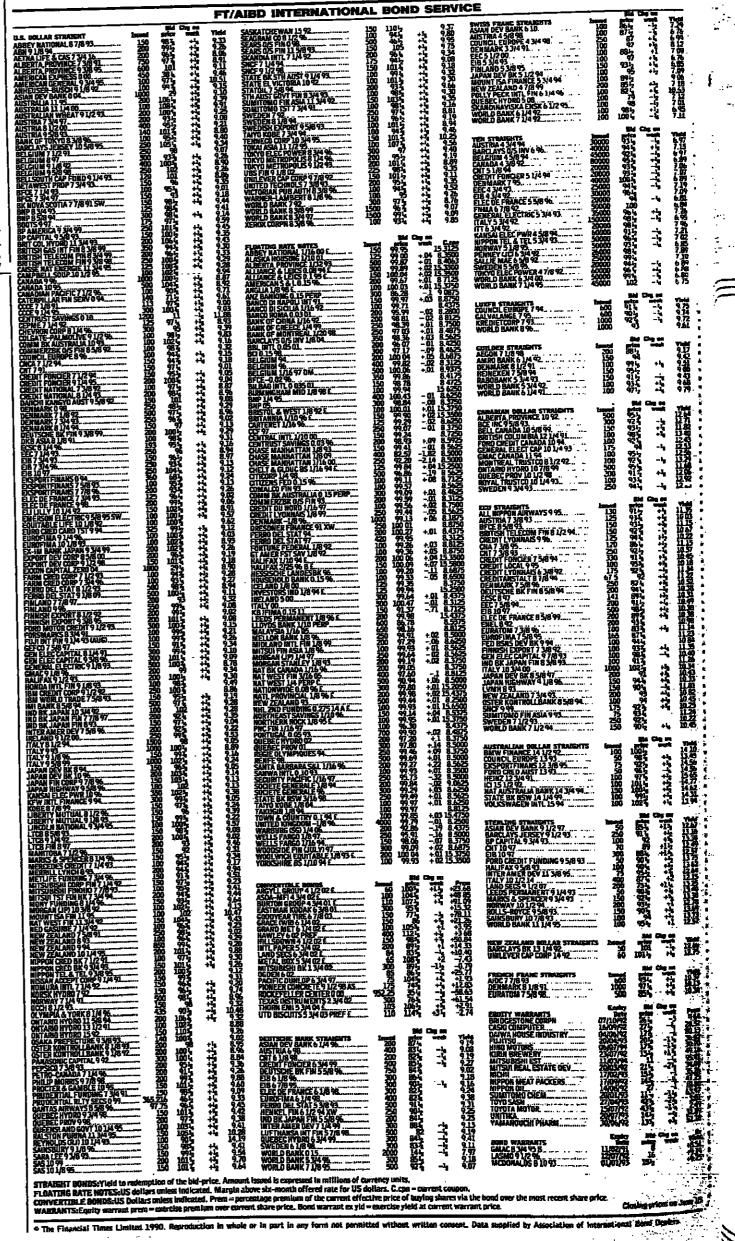
The Japanese were heavy net sellers of overseas bonds as a whole in the first five months of the year, according to gov-ernment figures. But they remain keen on European bond

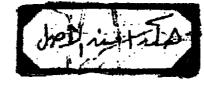
Mr Abrams concludes that compared with these markets, gilts offer little in the way of an interest-rate spread. More-over, with the French franc and the DM bumping along the bottom of the EMS grid, be says that interest rates may have to rise again in these countries, thus making gilts look even less competitive and possibly denting the pound's

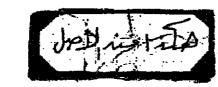
The market's present confidence continues to find an echo in rumours of new market participants. There is defi-nitely interest from Deutsche Bank which has been making approaches to individuals in several companies. It is also thought to have approached one of the largest gilt-edged market-makers with a view to purchase.

Yamaichi, another long-rumoured entrant, is also known to be carefully monitoring the situation in the market.

Andrew Marshall







UK COMPANY NEWS

Windsor's

51% stake

WINDSOR, the Lloyds's

broker and financial services group, has acquired a 51 per

cent interest in Bishopscourt

Pinancial Holdings. Bishop-

scourt, a general insurance and financial planning bro-

ker, specialises in servicing professional organisations

The deal is being struc-

tured on an "earnout" basis. The initial consideration is

£650.000 in cash. A further

consideration may then be

paid, depending on Bishop-scourt's results in the years

1990 to 1993. The maximum

deferred consideration will

be £600,000 in loan notes and up to 1.5m new Windsor

The vendors, meanwhile, have warranted that aggre-gate pre-tax profits, before

extraordinary items, in the four years to end-September 1993 will be not less than

£650,000. They are required to repay £1 for every £1 that aggregate profits before tax

and extraordinary items fall below this figure.

In the year to end-Decem-ber 1989, Bishopscourt -

in general

insurer

and trade unions.

By Nikki Tait

ig right Cost cutting is main move behind HoF profit rise

By Maggie Urry

HOUSE of FRASER, the department store group which owns Harrods the prestigious London store, claims it is beating the gloom in British streets, and seeing operating profits rise.

Hof, whose ownership by the Fayed family since 1985 has embroiled the group in longrunning controversy, has yet to file accounts at Companies House for its latest financial

However, Mr David Simons, finance director, says operat-ing profits in the latest accounting period reached £75m up from £71.9m in the same period the previous year. The figures are complicated by a change in the year end to end-January and cover a 39-

week accounting period.

Mr Simons said that in the first quarter of the current year operating profits are running over 20 per cent ahead. The group was comfortably meeting key ratios in the covenants set at the time of its debt

However, Mr Robb Hampson, managing director, says the profit improvement is coming from margin gains rather than from good sales growth. In the last financial year sales were just under £1bn, and are currently flat or slightly ahead. Mr Hampson said there was a marked regional difference in

stores were showing poor sales, though this was dis-



Mohamed Al Fayed, chairman of House of Fraser Holdings

torted by the delay in the sum-mer sale which had already started by this time last year. Trade in the Midlands was good "as if there was no eco-nomic downturn" and he said he believed business in the

South had bottomed out.
The group is shifting the mix of its merchandise towards the fashion apparel and accessories side, where gross profit mar-gins are higher, and away from the household goods business which has been more severely affected by high interest rates. Household goods have represented about 45 to 50 per cent

Mr Hampson said cost cutting had helped operating mar-gins. The single largest saving had come from removing the regional head offices, saving about £5m in a full year. This had also streamlined the business allowing direct communi cation between stores and head

group is spending around £75m on opening three new stores and re-opening two department stores which were burnt down by animal rights activists. The openings will be between August and October and will add about 300,000 sq ft of new space.

Extensions to Harrods, adding 50,000 sq ft, and the clo-sure of small stores in Hove. Sussex, and Milton Keynes, Bedfordshire, means the year ends with a total of around 6%m sq ft of sales area in 64 stores in the UK.

House of Fraser, which ear-lier this week sold its Astral Sports chain to Sears for 19m, is also contemplating the sale of Switzers, its four store chain in the Republic of Ireland. An agreement last year to sell Switzers to Ewart, a Belfast property company, fell through and a management buy-out attempt was unable to attract sufficient funds, House of Fraser said it will only sell Switzers as a going concern. Lonrho was given leave in the High Court on Friday to seek a judicial review of the

which started trading in 1985 - made a loss after tax of £134,000, following a Government's decision not to seek the disqualification of the Fayeds as company directors after publication of the Depart-£449,000 deficit in the previous 12 months. Turnover was ment of Trade and Industry's £1.4m. into House of Fraser Holdings

However, Windsor says that Bishopscourt completed its systems development programme last year, and that the current year has started well with turnover in the first five months showing a 45 per cent increase on the same period in the previous

Windsor, meanwhile, accompanied news of the acquisition with its own interim figures to end-March. These showed a pre-tax profit of £120,000, 31 per cent down on the £175,000 scored in first half of the previous year. Turnover, which includes brokerage and interest receivable, rose from

£3.43m to £3.84m. Earnings per share at the halfway stage were 0.139p (0.258p). As in the previous year, there is no interim div-

Ambitious example of financing Jane Fuller on Labroke's mixed approach to hotel ownership

he opening next March of the Langham Hilton, which has involved the £85m resurrection of a grand old London building, will pro-vide an ambitious example of Ladbroke's approach to financing hotels.

Ladbroke, which also owns betting shops and DIY stores, has rebuilt the 125-year-old Langham at a cost of about £200,000 for each of the 400 or so bedroom

Once it is open, it reckons the place will be worth about £140m, on the basis of £350,000 per room. This compares with what is thought to be the present record per room of nearly £300,000 for the smaller Londonderry in Park Lane, sold last year by Trusthouse Forte, although planning permission for an extension was included in the £45m price.

If Ladbroke follows the pat-

tern being set at its new Hilton International hotel in Barce ona, it will sell 50 per cent of the equity in the Langham and then run it on a long-term rement contract that will give it an extra tranche of the

Before Ladbroke bought the Hilton International hotels chain for £645m in 1987, it fol-lowed the traditional UK pattern of owning and running its hotels. The Hilton purchase brought with it a different philosophy: less than half the 92 hotels were wholly-owned, 14 were part-owned and there were managment contracts on This mixed approach to ownCyril Stein, chairman of

ership chimed with the joint venture activity already going on in the property division. on in the property division.

Now selling or taking equity stakes in hotels is seen as an important way to redirect resources into overseas expansion, or as one analyst put it, to spread the cake more thinly, but over a wider area." At present 33 of the 144 hotels are in the UK, but that portion

is being reduced. Over the next couple of years, Ladbroke reckons that about £500m can be raised by selling stakes in the Barcelona and Langham hotels and by a series of other disposals: £90m for a large parcel of land in Guam, popular destination for Japanese honeymooners, £75m for selling the London Regents Park Hilton, £60m for some associate hotels mostly in UK and between £150m and £200m for a few other UK Hiltons. Some of the money may be used to reduce the 59 per cent

year-end gearing (net debt of £1.4bn), but as Ladbroke says it is happy with 50 per cent, most of it should be available for overseas plans. The potential for continuing to raise money via the equity stake route is clear from the present composition of the

ers are run under management contracts. Apart from the ques-tion of timing, one inhibiting factor is the loss of part of the profit to the partner; often Lad-broke retains rather less than 50 per cent. Financially, the ultimate aim

portfolio: 82 are wholly-owned, 19 are part-owned and 43 oth-

is to make the hotels division, which contributed £168m to operating profit last year, com-pletely self-funding - counting outgoings such as interest charges, tax and dividend pay-This would mark a departure

from the pattern of cash generated by betting and the Texas Homecare chain being funnelled into the hotel division with property as the other main absorber of funds.

However clever the plans sound, the stock has only just recovered after underperforming the FT-Actuaries All-Share index since the beginning of the year; and the group's present market value of £2.8bn, on Friday's close of 330p, falls below the £3bn-plus that it says the hotels division alone

Fundament Schroder 233 (3 67%)

Heden MacLellen Holdle

Gertmore Investment 3,156 (3.94%) Schroders 2,702 (3.37%) TSB Group 3,916 (4.89%)

Hicking Penfecest JRSST (investment) 228 (3.50%) Save & Presper Group 318 (4.90%)

lingegrange Berclays Bank 1,000 (3.20%)

Laser-Sear Holdings Mars Security 9.811 (4.49%) Locker (Thomas) Holdings Redbird Holdings 480 (4.90%) London International Group Littledown Nomineest 4,000 (3.01%)

Hanover **Druce loss** as business declines

A LOSS of £2.75m is reported by Hanover Druce, estate agent and property management group, for the year to February 28 compared with pre-tax profits of £2.14m. Turnover showed a marginal fall from £23m to £22.5m. The final dividend is cut

from 3.5p to 0.5p for a total of 2p (5p). Mr Isidore Redstone, chairman, said that the commercial and hotels and leisure diviadverse pressures to those which were affecting the residential market. The residential agencies were significantly affected by the low level of business in the hous-

recovery were still awaiting a fall in interest rates and a return of confidence to enable them to return to profitability.

ing market and despite some

FT Share Service

The following securities were added to the Share Information Service in Saturday's edition: Castle Cairn Inv. Co. (Ord. & Warrants) (Section: Investment

Invergordon Distillers (Beers, Wines, Spirits).
Ratners 6.75p Conv. Cum. Red. Pref. (Drapery & Stores). Systems Connections Group (Third Market).

Bulgin halved to £356,000

AF Bulgin, the manufacturer of electrical and electronic components, suffered a halving of pre-tax profits in the year to January 31.

The taxable result fell to £356,000 (£781,000) and was struck on turnover down at £12.39m (£12.93m) and after exceptional costs of £10,000 (£21,000). After tax of £90,000 (£249,000). earnings per stock unit were halved to 0.95p

The directors are proposing that the dividend for the year be maintained at 0.2p. The company said that demand for its products had started to improve.

Bio-Isolates falls into red with £5,000 deficit

BIO ISOLATES, involved in the design, development and exploitation of whey protein technology and the sale of whey proteins, has fallen in to the red in the year to Decem-

ber 31. However, the company maintained that the results were "gratifying" considering that ing the fourth quarter while new sections of plant at Le Sueur Isolates were installed and

Losses before tax were

£5,000, against profits of £67,000, though turnover rose to £2.23m (£2.08m).
Interest payable was up at £121,000 (£79,000). Earnings fell

to 0.32p (0.55p) per share. Sales at Le Sueur had increased since commissioning of the new plant and operating costs reduced.

The company said that research and developmentexpenditure had risen by more than 50 per cent in 1989, with much of the effort focused improving current

UK SHARE OWNERSHIP DISCLOSURE

On Friday June 1, provisions of the Companies Act 1989 came into force requiring an investor owning 3 per cent or more of a UK public company to declare this ownership. The previous level at which disclosure had to be made was 5 per cent. The Financial Times has been printing a summary of Stock Exchange announcements of disclosures of holdings of between 3 per cent and 5 per cent. Today's table concludes the service

The companies in which the stakes have been disclosed are shown

For each, the names of the investors are followed by the shares they hold, in thousands, and the percentage this represents of the company's total shares outstanding.

Mucene Group Prudential Assurance 707 (4.77%) Albany Investment Treat National Fund 451 (-%)

iritish Almeys Prudential Corporation 29,289 (4.06%)

ration 4,813 (4.36%) Capital & Regional Properties Charterhouse Tilney 438 (3.61%)

on of Scotland 1,085 (4.65%) Computer People Group Adia Pinance NV 565 (4.10%) Courtery Pope Heidings Norwich Union Life Insurance 474 (3 35%) Raine Industries 474 (3.35%) Sun Life Assurance 687 (4.85%)

Gartmore in (4.33%) Develor Ventor Charterhouse Tilney 640 (4.84%) Charternoon

Dobact Park Industries

Confederation Life Group 5,187 (4.27%)

El Oro Mining & Exploration EW Houston 177 (3.92%) SW Parish 171 (3.78%)

Scomen Amed 1,840 (4.46%)

Interest Rate

Interest Period

£10,000 Note

Interest Amount due

14th September 1990 per

Norwich Union Life Insurance Soc 3,402 /4 05%)

ars Security 1,098 (4,03%) osaic investments 1,286 (4,72%) Stat Pius Group Laurence Keen 711 (3.30%)

The Exploration Company CW Zegos 496 (4.12%) EW Houston 600 (4.97%) SW Parish 539 (4.47%)

lphoek Barciaya Bank 4,161 (3.77%) ular Edgington Group arcleya Bank 2,348 (3.43%)

151/16% per annum

14th September 1990

14th June 1990

£379.66

£135,000,000

Leeds Permanent Building Society

Floating Rate Notes Due 1998

Credit Suisse First Boston Limited

صداك

istera Selection JA Whyterw & SRM Wilson 565 (3.88%)

VARD a.s

Application has been made to the Council of The International Stock Exchange in London for all the A and B shares of Vard a.s to be admitted to the Official List and dealings on The International Stock Exchange are expected to commence on 21st June, 1990.

Vard is the Norwegian parent company of Kloster Cruise Limited, a cruise fleet operator. Vard's other principal activities are Larvik Line, a ferry service between Norway and Denmark, and Finanshuset, an Oslo-based financial services

The following table sets out the share capital of Vard a.s as at the date hereof:

Number of shares

		(NOK)
A shares of nominal value NOK 2.50 each	26,760,992(1)	66,902,480 ⁽¹⁾
B shares of nominal value NOK 2.50 each	5,069,698	12,674,245
	31,830,690	79,576,725

1 Including 1,412,500 shares held in treasury.

Listing Particulars relating to Vard a.s are available in the statistical service of Extel Statistical Services Limited. Copies of the Listing Particulars may be obtained during normal business hours (Saturdays and public holidays excepted) up to and including 20th June, 1990 from the Company Announcements Office, The International Stock Exchange, 46/50 Finsbury Square, London EC2A 1HD, and up to and including 2nd July, 1990 from:

SPONSOR AND BROKER TO THE INTRODUCTION:

Enskilda Securities Skandinaviska Enskilda Limited

26 Finsbury Square, London EC2A 1DS

This advertisement is issued in compliance with the regulations of the Council of The International Stock Exchange, it does not constitute an invitation to any person to subscribe for or otherwise acquire any shares in Vard a.s.

18th June, 1990

This advertisement is issued in accordance with the regulations of The Stock Exchange. The Council of The Stock Exchange has agreed to admit all the existing issued Ordinary shares of 20p each and the existing issued Warrants in the Company to the Unlisted Securities Market. It is emphasised that no application has been made for these securities to be admitted to listing. It is that the listing of the Unlisted Securities Market will be the expension to be admitted to the constitution of the Council of the Counc and that dealings in the Ordinary shares and Warrants will commence today, Monday, 18th June, 1990.

Whitegate Leisure PLC

INTRODUCTION TO THE UNLISTED SECURITIES MARKET

Share Capital

No. of shares Ordinary shares of 20p each 'A' Ordinary shares of 20p each 217,500,000 144,974,542 In addition 6,697,400 Warrants to subscribe for Ordinary shares and

Full particulars of the Company are available through the Extel Unlisted Securities Market Service. Copies of the particulars may be obtained during normal business hours (excluding Saturdays and Public Holidays) up to and including 20th June, 1990, from The Company Announcements Office, The Stock Exchange, 48-50 Finsbury Square, London EC2 (by collection only) and up to and including

2nd July, 1990 from: Whitegate Leisure PLC 39 King Street London EC2V 2DQ.

Laing & Cruickshank Broadwalk House 5 Appold Street ondon EC2A 2DA.

GLOBE INVESTMENT TRUST P.L.C. The offer from

LAING & CRUICKSHANK

fully paid No. of shares

14.403.596 'A' Warrants to subscribe for Ordinary shares are in issue. Whitegate Leisure PLC is a diversified property based leisure group whose earnings are principally derived from mass market leisure operations and care homes for the elderly.

18th June, 1990

£200,000,000 MFC Finance No.1 PLC Mortgage Backed Floating Rate Notes Due October 2023 In accordance with the Terms and Conditions of the Notes, notice is hereby given that the new interest rates and periods in respect of the subject Notes are as follows:-Citibank, N.A. (CSSI Dept.) 9 18, 1990 **CITIBANCO**



11 GROSVENOR GARDENS, LONDON SW1W OBD Tel: 071-828 7233 AFBD member FTSE 100 WALL STREET
June. 2408/2418 -12 June. 2931/2943 -5
Sept. 2472/2482 -12 Sept. 2952/2964 -8 5pm Prices. Change from previous 9pm close



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102 PLC Class B Mortgage Backed Floating Rate Notes due March 2021 For the Interest Period from June 14, 1990 to September 14, 1990 to September 14, 1990 the Note Rate has been determined at 15,8375% per annum. The Interest payable on the relevant inferest payment date, September 14, 1990 will be £3,991.92 per £100,000 nominal amount.

£5,500,000

HIMC MORTGAGE ASSETS

nominal amount. By: The Chase Maghattan Sank, N.A.

FINANCIAL TIMES STOCK INDICES June 13 June 12 79.76 79.95 79.03 78.80 78.45 78.76 84.20 74.13 127.4 49.18 88.26 88.20 87.87 87.61 87.33 87.55 92.91 83.80 105.4 50.53 1925.9 1928.6 1933.2 1901.0 1877.9 1892.7 1968.3 1653.6 2008.6 49.4 Fixed Interest 167.9 168.2 179.9 184.5 187.5 185.1 378.5 167.9 734.7 43.5 1178.39 1182.61 1183.41 1168.08 1158.15 1166.01 1226.83 1043.16 1238.57 61.92 Gold Mises. FT-Act All Share ... 2392.3 2403.0 2405.4 2370.7 2348.8 2366.6 2463.7 2103.4 2463.7 FT-SE 100 ...

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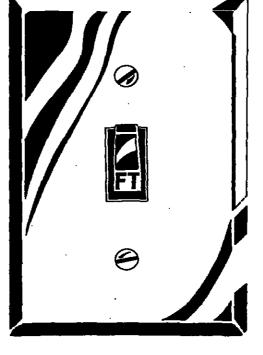
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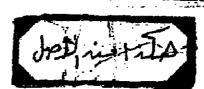
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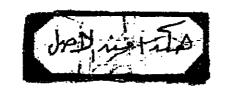


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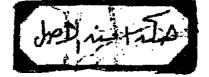
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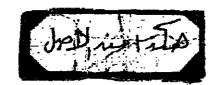
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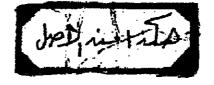


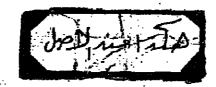
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FINANCIAL TIMES MONDAY JUNE 18 1990 CURRENCIES, MONEY AND CAPITAL MARKETS **MONEY MARKETS** POUND SPOT- FORWARD AGAINST THE POUND Germany leans on One month 0.25-0.15-cpm 0.25-0.15-cpm 1-1-15-cpm 3-1-2-cpm 3-1-15-cpm 3-1-15-cpm 3-1-15-cpm 3-1-15-cpm 3-1-15-cpm 1-1-15-cpm 1-1-15-cpm 1-1-15-cpm 1-1-15-cpm 1-1-15-cpm 1-1-15-cpm 0.57-0.5-cpm the accelerator THE ACCELERATOR on European Monetary Union is being pushed down by the West German Bundesbank and some countries may enjoy the ride more than others. Mr Karl Otto Pöhl, the Bundesbank and others are stated to the countries like Portugal have far fewer reservations, but this does not mean that the decision to join is any easier. countries like Portugal have far fewer reservations, but this does not mean that the decision to join is any easier. decision to join is any easier. It comes down to the key question of inflation, and the social cost to countries such as Portugal in trying to stay in line with Germany. Inflation in the proposed fast lane ranges from 2.3 per cent in the Netherlands to 3.5 per cent in Luxembourg. The rate in Portugal is about 13 per cent and, according to European Community forecasts, the situation in Greece is even worse. president, has spoken recently of a two-speed move towards unity which observers have compared to a journey down the autobahn, with low DOLLAR SPOT- FORWARD AGAINST THE DOLLAR Core month | 1/2 | Sereal 16975 - 1,7105 15759 - 1,5560 11,670 - 1,1725 1,9025 - 1,9170 34,73 - 26,00 16,430 - 16,471 16,50 - 16,471 16,50 - 16,471 16,50 - 16,50 12,903 - 16,50 12,903 - 16,50 12,903 - 16,50 12,903 - 16,50 12,903 - 16,50 12,903 - 16,50 12,903 - 16,50 12,903 - 16,50 12,903 - 16,50 12,903 - 16,50 12,903 - 16,50 12,568 - 5,73 12,568 - 5,73 12,568 - 1,73 1 1.7000 - 1.7070 1.5770 - 1.5800 1.1720 - 1.1730 34.75 - 34.85 6.445 - 1.5925 1.6425 - 1.6925 1 4.29 -5.13 -2.13 -2.14 -2.19 -UK clearing bank base lending rate 15 per cent from October 5 inflation countries, such as Germany, France, and the Renelux group, in the fast lane. Others such as Italy willing but not yet able to compete will be in a slower lane, with Spain, Portugal, Ireland and Grance moving even slower. It

0.586

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Jun 15

worse.

The problem is that the inflation gap between these countries and their richer neighbours to the north may widen. For Portugal, for example, this could mean a period of austerity that the Lisbon Government - facing an election next year - may not be willing to face. Greece moving even slower. It is assumed that the UK will move like a laden lorry in the inside lane. The British attitude towards

£ IN NEW YORK

STERLING INDEX

CURRENCY RATES

Special* Orașelog Rights

June 15

Previous Close

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Market

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Bank of England Index	Horgan** Gasvanty Changes %
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113.7	+227
103.B 100.8	-12.6 -18.5
	90.6 67.9 104.0 109.4 111.0 109.9 117.7 113.2 113.9 103.8

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CHICAGO U.S. TREASE \$160,600 32 Jun Bec	EY BONDS	High 95-10 9 95-02 9 94-24 9	Law 4-01 3-24 3-15	Prev 94-31 94-23 94-14	JAPANESE Y12.5m \$ p Jun Sep Dec		High 0,6508 0,6526 0,6540	8,6460 0.6465	9.64 0.64 0.65
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:	. :	93-08 93-03	Jun Sep Dec		Close 0.5926 0.5926 0.5919	High 0.5937 0.5940 0.5927	0.5870 0.5870 4.5860	Pref. 0.5899 0.5899 0.5892
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2.974 270.6 10. 1.180 107.3 3.967

0.307 0.525 0.888 80.85 2.987 0.753 1 0.471 0.805 1.363 124.0 4.582 1.155 1.534

Yen per 1,000: French Fr. per 10: Lira per 1,000: Belgias Fr. per 100.

147-141 84-83 184-131 84-71 84-85 78-71 91-10 11-10 101-10 71-71 103-101 84-84

141-147 81-84 134-134 84-71 84-71 91-92 91-92 104-104 74-69 104-104 84-84

CLL.00 a.m. Jape 14) 3 months US dollars

EXCHANGE CROSS RATES

0.501 0.555 1.447 131.7 4.866 1.227 1.629 1362 1 1.684 2.874 4.865 442.8 16.36 4.125 5.476 3571 3.362

EURO-CURRENCY INTEREST RATES

FT LONDON INTERBANK FIXING

E S DM Yen F.Fr. S.Fr. H.Fl. Lira CS B.Fr.

2.890 263.0 9.718 2.450 3.253 2121 1.997 59.40 1.643 154.1 5.643 1.435 1.906 1243 1.170 34.80

1 91.00 3.343 0.848 1.126 733.9 0.691 20.55 10.99 1000 36.95 9.316 12.57 8065 7.593 225.9

149-141 81-131 81-81 81-81 81-81 10-7 11-10 91-91 71-71 101-10 81-81

148-148 135-134 82-85 82-85 82-85 104-101 111-111 900-101 103-101 84-95

141-143 128-124 81-81 81-81 81-81 81-81 102-102 91-91 71-73 103-103 82-84

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NATIONAL AND			FRI	DAY JUH	Æ 15 19	90				THURSD.	AY JUNE	14 1990		DOL	LAR IND	EX
REGIONAL MARKETS Figures in parentheses show number of stocks per grouping	US Dollar Index	% chg (\$) since 29/12/89	Pound Sterling Index	Yen Index	DM jandax	Local Currency Index	Local % chg from 29/12/89	Gross Div. Yield	US Dellar Index	Pound Sterling Index	Yen	DM Index	Local Currency Index	1990 High	1990 Low	(abb.or) ago Aear
Australia (80)	138.17	-8.7	120.04	134.63	121.62	118.46		5.88	138.25	120.18	134.58	121.79	118.48 214.39	158.31 285.63	125.85 193.15	131.43 121.59
Austria (19)	242.62	+33.2	210.79	235.42	213.56	213.64		1.26	243.63 150.28	211.78 130.64	237.17 148.28	214,63 132,39	129.15	160.02	132.11	127.50
Belgium (61)	149.79	~ 3.2	130.14	145.95	131.84	128.55 117.46		4.49 3.47	138.83	120.69	135.14	122.30	117.72	153.61	130.37	139.23
Canada (119)	138.34	~ 9 .1	120.19	134.80	121.76	226.77	+4.6	1.27	260.03	226.04	253.13	229,08	227.32	260.82	236.69	193.59
Denmark (33)	258.60	+6.8	224.67	251.99	227.62	112.72	-0.3	2.43	136.69	118.82	133.06	120.42	113.64	152.29	129.99	140.41
Finland (26)	134.80	+ 1.1	117,11	131.35	118.65	140.52		2.92	158.00	137.35	153.79	139.18	141.27	168.85	141.69	116.33
France (125)	157.30	+ 0.8	136.66	153.26	138.44	110.16		2.03	125.12	108.76	121.81	110.22	110.22	137.71	122.05	84.96
West Germany (93)	125, 16	+1.2	108.74	121.97	110.16	132.30		4.74	131.71	114.49	128.21	116.03	131.62	132.47	112.24	97.94
Hong Kong (48)	132.36	+ 13.0	114.99	128.97	116.51	169.10	+27	2.59	189.85	185.04	184.81	167.25	168.93	198.57	172.72	132,10
reland (17)	189 55	+4.4	164.68	184,70	166.84 94.80	99.98		2.36	108.45	94.28	105.57	95.54	100.76	108.45	91.85	82.86
taly (96)	107.71	+9.4	93.57	104.94	131.74	145.83		0.58	150,18	130.55	146.19	132.32	146.19	197.26	124.40	168.83
apen (454)	149.66	- 24.2	130.02	145,83	199.93	237.21	0.3	2.28	228.18	198.36	222.12	201.02	238.20	245,32	204.15	179.16
Malaysia (35)	227.15	-0.8	197.35	221.33	463.55	1636.16		0.32	531,37	461.92	517.27	468.12	1650.83	549.86	324.53	255.86
Mexico (13)	526.65	+51.8	457.55	513,17	122.69	121.25		4.61	139.63	121.42	135.97	123.05	121.60	145.66	130.43	117.07
Netherland (43)	139.38	-3.1	121.10	135.81	57.85	59.96		7.40	64.79	56.32	63.08	57.08	59.06	75.36	59,57	65.58
New Zealand (17)	65.72	- 8.8	57.10	64.04	205.70	205.94		1.49	235.46	204,69	229,22	207,44	207.02	245.90	202.34	171.42
Norway (23)	233.69	+ 16.9	203.03	227.72	181.84	176.04	+ 13.5	1.92	205.61	178.74	200.16	181.13	175.05	207.93	179.70	159.57
Singapore (25)	206.60	+ 16.6	179.49	201.31	149.63	150.14		3.97	172.47	149.93	167.89	151.93	151.10	251.39	170.00	139.4
South Africa (60)	170.00	- 13.5	147.70	165.65	140.34	126.71	-63	4.20	160.84	139.82	156.57	141.69	127.33	165, 19	132.84	145.42
Spain (42)	159.44	- 2.2	138.52	155.37	188.10	193.45	. =-=	2.09	213.65	185.73	207.98	188.22	192.85	217.57	173.89	162.63
Sweden (34)	213.70	+11.3	185.66	208.23	90.82	91.79		225	103.55	90.02	100.81	91.24	92.09	104,31	88.75	77.05
Switzerland (66)	103.17	+9.7	89.64	100.54		143.48		4.72	165.72	144.06	161.31	145.98	144.06	166.11	139.87	135.94
United Kingdom (305)	165.15	+ 4.1	143.48	160.91	145.35	145.69		3.31	146.73	127.55	142.84	129.27	146.73	148.55	130.61	131.09
USA (537)	145.69	+ 2.5	127.44	142.94	129.12	170.00	12.0			161.00						
		100	127,72	143,25	129.40	128.26	-0.1	3,55	147,50	128,22	143.59	129.95	128.73	147.76	135.57	114.79
Europe (983)	147.01	+ 3.3	177.99	199.63	180.32	175.23	+7.6	1.72	205.60	178.73	200.15	181,13	175.32	206.93	185.01	158.06
Nordic (116)	204.87	÷ 9.3	129.06	144.75	130.75	144.07	- 17.7	0,89	149.00	129.53	145.05	131.27	144.37	192.75	124.63	164.77
Pacific Basin (659)	149.55	~22.9	128.86	144.51	130.54	138.18	- 11.6	1.97	148.79	129.34	144.83	131,07	138.55	174.18	130.35	144.85
Euro - Pacific (1642)	148.32	~ 14.1	126,92	142.36	128.60	144.75	+1.9	3.32	146,15	127.05	142.29	128,78	144.81	147.87	131.02	131.49
North America (656)	146.08	+1.8	117.05	131.30	118.61	118,88	+1.1	277	135.16	117.50	131,50	119,10	119.29	139.50	124.81	101.30
urope Ex. UK (678)	134.72	+ 2.8	116.91	131.14	118.45	120.68	÷0.7	5.08	134.25	116,71	130.71	118,29	120.38	139,32	122.53	116.07
Pacific Ex. Japan (205)	134,56	-0.3	128.95	144.63	130.64	137.99	-11.3	2.03	148.91	129.45	144.97	131,19	138.37	173.77	131.30	144.67
World Ex. US (1834)	148.42	~ 13.B	125.85	141.16	127.51	140.47	-7.5	2.22	145.17	125.19	141.32	127,90	140.71	162.00	130.80	139.17
World Ex. UK (2066)	144,85	10.0	127.29	142.77	128.97	140.65	-7.0	2.46	146.83	127.84	142.94	129,36	140,92	161,84	131.95	138.86
World Ex. So. Al. (23 <u>11</u>)	145.5	- 8.7	127.33	142.82	129.01	138.31	+1.1	3.48	146.79	127.61	142.91	129,34	138.53	147.88	134.62	124.81
Morid Ex. Japan (1917)	148.55	+21	127.00	170-02	400.00	140 73	-70	2.47	146 08	197 77	149.00	120 50	141 00	162.05	132.25	138.86

FT-ACTUARIES WORLD INDICES Jointly compiled by The Financial Times Limited, Goldman, Sachs & Co., and County NatWest/Wood Mackenzie in conjunction with the Institute of Actuaries and the Faculty of Actuaries

The World Index (2371) 146.65 -6.6 127.5
129. 5-1-ed; Dec 31, 1987 = 115.037 (US \$ Index), 90.791 (Pound Sterling) and 94.94 (Local); Nordic: Dec 30, 1988 4 139.66
The World Index (2371) 148.65 -6.6 (c. 2371) 148.65 -6.6 (c. 2371
110 C Inday 114 45 (Prima Stering) and 12322 (Cool)
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Copyright, the Prince Process & Free (Sweden)(14/8/90). Deletions: Pharmacia (A Free & B Free)(Sweden)(14/8/90). Pame Change. Texas Att
Constituent changes: Addition: Fractional
Corp. to Continental Airlines (US)(12/6/90).

The World Index (2371)... 146.65 -8.8 127.41 142.90 129.09 140.73 -7.0 2.47 146.98 127.77 145.09 129.50 141.00 162.05 132.25 138.86

EQI	UITI	ES	_								
kset Price	Am'at Paus	Latest Remost	19	90	Stock	Cosing	+OF	Net	Times Cov'd	Ġros.	r/
Price	₩.	Date	High	Low]	Price	-	Div	COA.4	Yleid	
100 50 500 500 500 500 500 500 500 500 5			对于华地华区155万米55147561555	19141889 75X8891418458	ABI Lesser 10p. Dertunoer inc. 15t. Do. Warrants Dertunoer inc. 15t. Dertunoer inc. 15	98 98 20 20 20 30 30 30 30 30 30 30 30 30 30 30 30 30	3 t t t t	R4.7 K9.75	25	48 133 	13 9

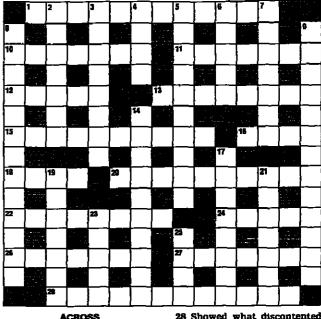
		Amount Latest		90	Stock	Claster Price	+
£	, mp	Date	Hīgb	LOW		£	١
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45	ici I	<u>-</u>	8pm	31 ₂ pm	Amber Day	41 ₂₀₀	-5
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<u> 186</u>	1	-	15pm	14pm	Ashley Group	15pm	[
425	NII .		129pm	87pm	Bowater	113gm)	-u J
2112	HI	20/6	28pm	2 1 ₂ pm	Child Health Res Units	- 4pm	
105	MU		43pm	Zépm	₹EW Fact 5p	43pm	+2
22	140	25/6 24/7	ODE :	3.pm	Es-Lands	_ } ,pm	
425	NÜ	24//	146pm	104pm	Laporte	145pst	+1 -1
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125 1713	la l		.3pm	1,500	SI Groep 5p	39m 33em	+15
H13	MI	11/7	43000	33000	#Tultow Oli		
	Kai	-	1.pm	4 per	XQ Suprise	32 pm 4em	
L-40	1440	l <u>-</u> -!	5pm	l 3pm	#Xtra-Vision	4pm	+1 [
a Armoal	sed divide:	alb Flore	ස නයක් ග	prospectors	estimates, d Dividend rate paid or payable	on part of c	apital.
Corer based	os divider	an fall	요하면 . 일	ssumed &	ridend and yield. y Earnings based on pre-	liminery (19	EREL S
Dividend as	d yield o	ciude spec	وبحروم اعا	rt. u Forze	asi, er estimated armoalised dividend rai	e, core hi	seder
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District and yield based on recoveries or other official estimates for 1989/90. O Gross P Foretast assembled							
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4 Offered to holders of ordinary shares as a "rights", † introduction, § Placing price, 11 Reintroduction, § Unlisted							
Securities of	securities exerbet. " Third Market. B Units comprising 11 new ord. & 2 warrants. • Issued in councilion with						
न्दरपुरमार्डदर्श	on, merge	r or takee	₩.				- 1

BANK OF	ENGL	AND T	REASURY BIL	L TEN	DER
· · · · · ·	June	15 June.8		Jose 1	Jese 8
ilik or offer otal of applications	500	m £500m Im £2092m	Top accepted rate of discount Average rate of discount Average yield	14.3593 14.3572	% 24.4596 % % 14.4428 %
otal allocated Halmum accepted bid Hotment at mlahmum level	£96.4	20 196,595	Average yield Amount on offer at next tends Minimum accepted bid 182 d	r… £500ma	(£300m
WEEKLY C	HANG	E IN W	ORLD INTERI	ST RA	TES
DKDON	Jane 15	Change	NEW YORK	June 15	(prisods.
Bast rates	15 144	Unch'd	Prime rates	10	Unch'd Unch'd
crostit laterback	1442	1 .2	3 Mith. Tressury Bills	7.93	-0.04
easery Bill Tender	14,3572	-0.0856	6 Mth. Treasury Bulls 3 Mth. CD	8.03 8.25	+0.02
Band 1 Bills	143	Unck'd	3 Mth. CD	8.25	-0.62
Band 2 Bills Band 3 Bills	144	Uncird	FRANKFURT		l
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I # (1) Back Bills	145	- 1	Three mostly	8 <i>2</i> 2	Uect/d
3 Mth. Bank Bills	14.	-2	PARIS		l
OKYO		Ι.	intervention Rate	91 ₂ 94	Unch'd
One mouth Bills	72	+ <u>i,</u> Uectrd	Three month	43	+4
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Three plotth	4H 4H	1	Three month	號	Unch'd
MSTERDAM	- 40		DUBLIN	_	l
One month	8.22 8.35	-0.02	One mosth	112	+&
Three mosts	8.35	Unch'd	Taree month	뾰	13

CROSSWORD

No.7,266 Set by DANTE



ACROSS
1 Announcement from the

Roman Capitol (12)
10 Flatfish – and it's the highest speed through the water? (7)
11 Church lease runs out in

London (7)
12 Farewell notice that is given to union leader (5)

13 Side passage for those taking flight? (8)

15 Uplift, then bring back to earth (10)

16 Sign on the staff (4)

18 A mother and father to all

a scandal (7)

(4)
20 Suffer injuries — as invaders do? (4,2,4)
22 Not only don't come, but prevent others coming (4,4)
24 Subject someone to heated questioning? (5)
26 Ends interim arrangements

(7) 27 Dismissed with anger – it's

2 Duplicate parcel I made up

DOWN

groups did (12)

2 Duplicate parcel I made up
(7)
3 Victory or defeat (8)
4 Book of plays (4)
5 He has lots to offer (10)
6 One can't imagine being
without them (5)
7 Breathing space (7)
8 Restraining habits (13)
9 Simple game for relatively
well-adjusted groups (5.8)
14 Assignment requiring a
number and place (10)
17 Station of the Cross (8)
19 Declared a number were

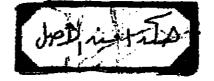
17 Station of the Cross (8)
19 Declared a number were incorrect (7)
21 Advocate riotons living? (7)
23 In principle, ring after eleven in the morning (5)
25 Left harbour (4)
The solution to last Saturday's prize puzzle will be published with names of winners on Saturday June 30.

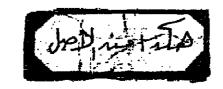
JOTTER PAD

LONDON SHARE SERVICE					
BRITISH FUNDS	BRITISH FUNDS—Contd	AMERICANS - Contd			
Amendi Price int. % Last Interest City Sen Stock & ideage of One line	Annual Stock	Harbert Struck Price Read % Y'lid Last Ulvinimus City-Cox. Cox Struck 1,177.4 Cox Harberton \$124 1,478.4 1,178			
"Sharts" (Lives up to Five Years) 955 Treas. Sec Cu 1990 tr. 991, 0.3 11.6 lb.lul lb.balds8 188 Treas. 10pc0 1990 981, 0.2 193, 35 kg 56 0cl 128 500 Exch 2-pc 1990 981, 0.1 17.4 2 kg 2 kg 127 2200 Treas 11 kg 1991 982, 0.1 17.4 2 kg 2 kg 127 400 Fresh 2-pc 1991 982, 0.1 17.4 2 kg 2 kg 127 400 Fresh 2-pc 1991 982, 0.5 1.1 50ct 5Apr 127 400 Treas. 3pc 1991 933, 0.4 1.5 li2an 1216 128 1550 Exch. 11pc 1991 97.8 0.4 19.3 123an 1216 128 900 Treas 12 kg 2 1992 95.8 0.3 15.6 221d 221an 124 1,400 Treas. 8pc 1992 95.8 0.4 15.1 21an 1216 128 1,400 Treas. 10 kg 10 1992 95.8 0.4 15.1 21an 1216 128 1,288 Treas 10 kg 10 1992 95.8 0.4 15.1 21an 134p 135 500 Treas. 3pc 1992 95.8 0.4 15.1 21an 1216 128 500 Treas. 3pc 1992 98.8 0.4 12.1 2 kg 11 lbn 128 500 Treas. 3pc 1992 98.8 0.4 12.1 2 kg 11 lbn 128 500 Treas. 3pc 1992 98.8 0.4 12.1 2 kg 11 lbn 128 1,300 Exch. 12 kg 19 22 98.8 0.4 12.1 2 Kg 11 lbn 128	1,200 Dd. cpc tokely.3. 129(3) 0.6 17.4 20kg 20kg/319 950 Dd. 25pc (9878.8.), 129(3) 0.6 17.4 20kg/20kg/318 13.5 13.5 10.6 25pc (11/74.6). 1255-5 0.6 17.1 25kg/32kg/319 1.7 10.1 11.6 16.6 15.1 125kg/31kg/319 1.7 10.1 11.6 16.6 16.1 11.2 10.7 120.1 126kg/31kg/319 1.7 10.2 10.2 25pc (16/81.6). 11.2 10.0 7.20.1 126kg/32 26.kg/312 2. 1 400 Dd. 25pc (16/81.6). 122 10.7 12.0 136ct 16kg/312 2. 1 400 Dd. 25pc (16/81.6). 122 10.7 11.6 17.1 11.6 17.1 11.3 13.5 10.6 16kg/312 2. 1 10.6 16.6 16.6 16.6 16.6 16.6 16.6 1	State Stat			
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	FINANCIAL TIMES MONDAY JU	NE 18 1990	● For Latest Share Prices on any telephone ring direct-0836 43 + four digit code		
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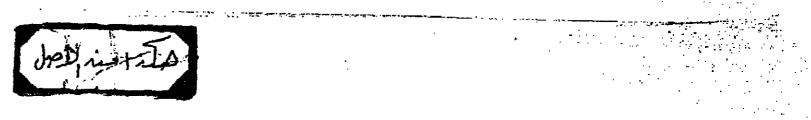
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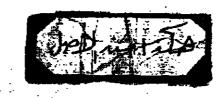


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The hunt is on for executive engineers

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SOMETHING is stirring in the world of engineering when senior engineers can claim a six figure salary. In January Mr Jim Ranger, a director of recruitment specialists MSL International and one of the most experienced head hunters for engineering executives, bagged his first engineering director for a pay package of more than £100,000. Since then several more have been recruited to board positions.

Longstanding shortages of engineers at all levels of skill are only part of the explanation. According to Mr Ranger the most important factor is a structural shift in demand. After years of bemoaning that they were overlooked and undervalued senior engineers are becoming more important in manufacturing companies. Their rising status reflects fundamental changes in how manufacturers sharpen their competitive edge.

A decade ago ago most engi-neers would have reported to a director of manufacturing. The engineer's task was to plan projects such as the installa-tion of an assembly line or the construction of a new plant designed to operate with scarcely any modification for up to 15 years.

Changing culture

They worked to long time-scales on intermittent big pro-jects. They were mainly con-cerned with plant and machin-ery rather than the products. Once the plant or the assembly line was installed the manufacturing director took over to pump out volume products at lowest possible cost.

Thereafter the engineer became a man with oil rags planning plant maintenance. This contributed to the culture in which engineers worked. Mr Ranger says: "Often the philosophy was 'You get off my patch and I will keep off yours." Engineers were proud of their boffin image. They wanted to be separate. They doubted whether other departments could or needed to understand what they did. But the traditional relation-

ships are beginning to change, according to Mr Ranger. The productivity of engineering departments, the speed with which they come up with solu tions to manufacturing problems or develop new products is becoming more important as companies strive to gain a competitive edge. To achieve this the new model engineers have to talk to their marketing and design departments. They have to match technical skills with communication skills to explain which product or process changes are possi-ble. The traditional, esoteric engineer has to give way to those who enjoy working in teams with technical illiterates. They have to become interested in how engineering contributes to the business.

Mainstream move

Mr Ranger draws an analbetween sales and marketing Sales departments drive products out into the market, but much of the strategic thinking about which products to make is done by the marketing department. Marketing is generally judged to lead sales. In the same way engineering departments are starting to lead manufacturing departments. Whereas manufacturing is about pumping out prod ncts. engineering is increasingly the source of added value through product development.

This does not mean there is no future for highly technical engineers. Indeed engineering is becoming more complex with the convergence of mechanics, electronics, and software and the development of new materials. But engineering must move into the mainstream of management.

Unfortunately, it is very difficult to find engineers with broader business skills. Recruiting engineers was already difficult. Finding engi-neers with a knowledge and interest in finance, marketing and design is harder still.

This structural shortfall will not be made good by head hunting and poaching. A much wider change in the training and culture of engineers is required: university and polytechnic engineering courses will have to be broadened, and companies will have to adapt their internal training courses and increasingly consider breeding their own non-graduate engineers.

Charles Leadbeater

Takashi Ishi-

Nissan Motor, relishes an argument. Sensing a chance to make a provocative point, his face lights up as he leans forward, brandishing a sheaf of papers.

The root cause of the US-Ja-pan trade tensions is that Japan makes goods the world wants and the US does not, he says. "The Japanese market is big and prosperous but what's happening is that the US can't enter the market because it doesn't have goods to export to Japan except satellites and air-craft and one or two other

"Japanese are not exporting to the US because our goods are cheap but because these are goods which US consumers

want to buy."

Even today, such bluntness is rare among top Japanese businessmen. In public, if not in private, they tend to look on circumlocution as an art form. Mr Ishihara prefers to speak his mind, and once told an aide: "It's no use waiting until I'm dead to say things." Mr Ishihara has a gift for

voicing opinions which strike a voicing opinions which strike a chord with the average Japanese. People stop to listen when he appears on television and seek out newspaper articles which quote him.

At the height of the Recruit bribery scandal - in which members of the Government were accused of accepting cut-

price shares in return for granting political favours – Mr Ishibara openly urged Mr Noboru Takeshita, the Prime Minister, to resign. For good measure he also beaped blame on the business community, saying companies condoned practices which were a "breeding ground" for corruption.

Last year, he attacked the Japanese Government for failing to criticise China after the bloody suppression of the Tianbloody suppression of the Han-anmen Square students' revolt. He thought Japan should be as concerned about the human issues at stake in China as about as its own political and economic interests. This year, he has waded into a fierce argument over consumers'

rights.
Mr Akio Morita, the founder
of Sony, Mr Isao Nakauchi, a supermarket magnate who owns a baseball team, and a handful of other corporate leaders are equally forthright. But they are mostly self-made men, the billionaire owners of

their businesses.
Mr Ishihara, a Nissan employee since 1937, is different. He belongs to the small group of Japanese company employees who, by dint of their distinguished corporate records, become public figures in their own right. Mr Ishihara was Nissan president for eight years and has been chairman

Monday Interview

A radical in the driving seat

Takashi Ishihara, chairman of Nissan, speaks to Stefan Wagstyl

for the past five. He was for six economy." Developing the years chairman of the Japan argument in an interview, Mr for the past five. He was for six years chairman of the Japan Automobile Manufacturers Association. For the past five years he has also been chairman of the Japan Association of Corporate Executives, an employers' federation.

Unlike some, Mr Ishihara has survived this long process of assimilation into the highest levels of the Japanese estab-

levels of the Japanese estab-lishment with his individuality intact. He has interests other than work and golf. He loves deep-sea fishing. He promotes table tennis and international exchanges for young people.
And he is not afraid of saying things which make some the members of the establishment

PERSONAL FILE

1912 Born in Tokyo. 1937 Graduated from the law department of Tohoku University and joined Nissan Motor.

1948 General manager of the planning department, responsible for company's post-war reconstruction. 1960-65 President of US sub-

sidiary. 1965-77 Senior appointments in Takyo. 1977-85 President of Nissan

feel hot under the collar.

Above all Mr Ishihara cannot abide the regulations and restrictions which control Jap-anese economic life. He said in

anese economic me, he said in a speech earlier this year. "Jap-anese governments and busi-ness should stop depending on each other. We have to intro-duce fair and open competi-tion. I know it might be tempo-rarily tough for some rarily tough for some companies, but I believe it will promote further growth of the Ishihara says it is Japanese consumers who are made to

"After the Second World War the Japanese Government put strong emphasis on a policy of exporting. Because of the trade surplus the Japanese Government changed its policy to

expand consumption.
"But Japanese consumers "But Japanese consumers are still in the same condition. They're still sacrificed to government policy," says Mr Ishibara, jabbing his finger into the papers in his lap. He thinks that government policy has not gone far enough in promoting

What Japan needs is com-plete deregulation, he says, with the deregulation of food imports at the top of the agenda, rice included. "If all regulations are taken off, it will really free the market, and consumers can choose what they would like." Mr Ishihara recognises that

powerful vested interests are opposed to deregulation, including farmers and small shopkeepers. For the average Japanese to have more influnce, political reform is essen-

Japan has been ruled by one party and its supporters for 40 years, he says. The advantage is stability. The disadvantage is the frequency of scandals and a political world in which things are vague, even the party's selection of a prime minister. It is time, says Mr Ishihara, to create a true two-party system in Japan.

Mr Ishihara is a great admirer of strong leadership. His hero is Mr Yoshisuke Aikawa, Nissan's founder, who before the war created a manufacturing combine in only 10 years and successfully prevented it from falling under the control of banks, as hanprewar Japanese conglomerate. Like many Japanese, Mr Ishi-



'We have to introduce fair and open competition'

hara also idolises Mrs Thatcher. Sending the fleet to retake the Falklands took great courage. Japan needs such a

leader, he says.

But there are limits to the extent of Mr Ishihara's radicalism. He made his mark so effectively in the Recruit affair that leaders of the ruling Liberal Democratic Party accused him of disloyalty. They blamed him for being partly responsi-ble for the party losing control of the upper house of the Diet in last summer's election. Mr Ishihara offered no apologies. But by the time of February's general election to the more

important lower house Mr Ishihara was backing the ruling party once more. He said it was doubtful if the opposition

could provide "proper leaders".
As for foreign economic relations, Mr Ishihara also thinks governments interfere too much. Many disputes could be avoided if companies were left to sort out the difficulties affecting individual industries. He wrote in a recent column in a Japanese newspaper: "The US raises any matter at gov-ernment level, even if a single company complains about Japan. This just makes things worse. When companies are mr Isbibara speaks from experience. He was the first president of Nissan's US subresident of Nissan's US sub-sidiary in the early 1960s and later headed the group's entire export and foreign operations. He masterminded Nissan's decisions to invest in factories in the US and the UK.

Japanese car makers, he says, recognise they cannot increase exports to the US. He supports the use of voluntary restraints which have been in place for many years on exports to both the US and the EC.

Mr Ishihara says the car makers' goal is to cut exports of finished goods to the US his by bit by increasing local production. The overall Japanese market share, including exports and local production should stay unchanged at 25 per cent. This policy will have great impact because of the importance of the auto industry in the whole of US-Japanese trade, he says.

They may see things differently in Detroit, where car makers have been at the receiving end of Japanese-style adjustment. However, Mr Ishihara is surely correct to say government intervention cannot correct the basic causes of the imbalance between the US

and Japan. Nevertheless, even with gov-ernments interfering, Mr Ishihara believes Japan's economic relations with the US and with Europe will continue to thrive. There will always be problems, he says, but they will be resolved by talks. Some politicians may threaten to take pro-tectionist steps but in the end they have to take account of the wishes of consumers.

Asked about the changes in East-West relations over the past year, Mr Ishihara politely acknowledged that there could be opportunities for Japanese companies in eastern Europe and the Soviet Union. But he is not concerned that European groups have stolen a march. He thinks the prospects are far

brighter in east Asia.

Nissan, like other Japanese car manufacturers, has already established local assembly plants in east Asia and is now developing a network of local control of the poor the root of the poor the root of the poor the parts suppliers. "Over the next 10 years, Asean will leap ahead. The newly industria-lised economies (NIEs) have already arrived. This market will be much greater than that of eastern European countries. The population of Assan and the NIEs is 370m, much greater than that of the European Community and of Esta put

together," says Mr Ishihara. The development of east Asia will increase the competitive pressures on Japan. But Japan should not react by put-ting up barriers, says Mr Ishi-hara, relishing the opportunity to make another point which he knows will annoy at least some members of the Japanese business community.

"If Japanese companies can-not compete with companies in the NIEs I think we should stop producing such products and put those people into the production of more high tech-nology, more value-added prod-ucts."

Pyrotechnical answers to simple questions

f a responsible person or public body makes a different charge for public services as between a husband and wife of the same age, there ought to be a simple answer to the question whether that constitutes unlawful gender discrimination, given that dis-crimination between men and women is built into the state

pension system.
The fact that the country's most senior judges fundamentally disagreed in their answer to the question – whether a local authority was acting unlawfully in charging a 61 year old man 75p for entry to a municipal swimming pool whereas his wife, also 61, went in free – must seem astonish-

ing to the layman.

The popular conclusion might be that either the UK parliament had been hopelessly inept in framing the Sex Discrimination Act 1975, or alternatively, that it was so alternatively that it was so badly drafted that it presented the best legal brains with irre-soluble ambiguities.

Judicial confusion appeared even worse in James v Eas-tleigh Borough Council, since three judges in the Court of Appeal were joined by the two dissenters in the House of Lords. Thus, on a count of judicial heads, five judges were defeated by three Law Lords. The case revolved around

the principal section in the 1975 Act. It provides, as applied to men, that "A person discriminates against a man in any circumstances relevant to the purposes of any provision of this Act if, (a) on the ground of his sex he treats him less favourably than he treats or would treat a woman." The crucial words are "on the grounds of his sex." What do they mean? A simplistic meaning was

provided by the man's advocate, Mr Anthony Lester QC. Since he was the architect of the 1975 legislation when he was special adviser to the Home Secretary, he might be presumed to know what gov-ernment and parliament intended Indeed his interpretation to the Law Lords, that the phrase meant "due to his sex", and did not involve any consideration of any reason which might have led the local authority to treat Mr James



JUSTINIAN

less favourably than Mrs James, found favour with the majority of the Law Lords. The alternative meaning of the phrase involved consider-ation of the reason why the local authority had decided to treat Mr James unfavourably. Such an approach is preferable, because it accords with the plain meaning of the words and their syntax.

The argument is straightforward. The discriminator does something to the discriminated. He treats him in a cer-rain way — less favourably than he treats the man's wife. He treats on a certain ground

It would be helpful if the law could be established other than as the result of a profound split in judicial reasoning

namely, on the ground of his sex. There is thus a link between the discriminator and the discriminated. This imports a subjective element into the analysis and raises the question: was the person's sex a consideration in the local

authority's decision? Sir Nicholas Brown-Wilkinson in the Court of Appeal had noted that the local authority had adopted a policy of giving free swimming to those of pensionable age, and not of discriminating against men. It was to give benefits to those whose financial resources would be likely to be reduced by the fact of retirement. This reasoning was countered by Lord Bridge of Harwich, one of the majority in the House of Lords, who said that it failed to

recognise that the statutory pensionable age was itself a criterion directly discriminating between men and women. That much, of course, had to be conceded. But Lord Bridge went on to describe the reason-ing of the minority as falla-cious because he reckoned that the use of the expression "pen-sionable age" was nothing more than a convenient label to refer to a discrimination of the sexes. If, and only if, one ignored the subjective element in the construction of the phrase, that would no doubt be

phrase, that would no doubt be right.

All this is good clean fun in the judicial pyrotechnics of statutory construction. But it is hardly a sensible way of resolving questions which occur daily in the lives of the citizenry. If the country persists in a discrimination in sists in a discrimination in pension rights of men and women it is hard to say that a local authority may not latch on to it for the purposes of determining a sensible social policy in respect of municipal services. The majority of the Law Lords, however, has ruled that the local authority's social policy is irrelevant to the quespolicy is irrelevant to the question under the Sex Discrimination Act. So be it. But it would be helpful if the law could be established other than as the result of a profound split in judicial reasoning.

The majority in the House of Lords has won the day only because the function of the

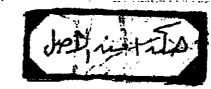
because the function of the final court in the land cannot be equated with that of the Court of Appeal.

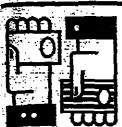
The lesson to be learned is that, while parliament in 1975 might reasonably not have anticipated the interplay of gender discrimination generally and differential pension rights, it should at least have legislated with sufficient clarity to avoid extensive and expensive litigation that ends up in such an unsatisfactory way. The English system of legislating with specificity of language has less to commend it than the European approach of making general provisions in their law, to which the judges can readily provide sensible

Louis Blom-Cooper QC

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The wave of acquisition activity in the US and the UK peaked in the last 18 months of the 1980s,

leaving the corporate finance industry in a state of flux. Nikki Talt analyses reasons for the present Juli and examines prospects for new opportunities in Europe

Time to pick up the pieces

ANCIENT civilisations used to believe that an earthquake signaled political change. In the world of corporate finance, it would be tempting to argue that simple chronology — the ending of a decade — has fulfilled a similar function.

The rase is easily made

The case is easily made. Acquisition activity in both the main "Anglo-Saxon" markets rose exponentially during most of the 1980s. This trend was accompanied by the development of increasingly ingenious financing instruments. It also created vast armies of interme-diaries, keen to feed - and if necessary, stimulate - this

hunger for corporate assets. In the UK and the US, the wave peaked in the last 18 months of the decade. In the US, the zenith came with a record-breaking \$25bn offer by KKR, the leveraged buy-out specialists, for RJR Nabisco, signed in late 1988. Last year, activity merely matched 1988 levels, with some \$260bn worth of business completed, accord-ing to Extel Financial figures,

representing 2,800 deals.

The turning point arrived last autumn – although warning signs had been flashing for some time before that. First, with some of the most aggres-

sive transactions struck in the late 1980s. Top of the list was the Canadian retailer, Campeau Corporation, which had acquired Alied and Federated Stores in two quick-fire "junk"-style deals — and which filed for Chapter 11 bankruptcy protection in January.

ary.
In November, Wall Street saw the abortive leveraged hid for UAL, United Airlines' parent. That debacle signalled the growing wariness among senior debt providers towards leveraged deals. The collapse of Drexel Burnham Lambert, the investment bank which had facilitated many of the most ambitious transactions, followed three months later.

So when figures for the value of announced bids in the US during the first quarter of 1990 were compiled, the result was predictable. Activity, year-on-year, had fallen by around 30 per cent.

Superficially at least, the pattern in the UK has been

pattern in the UK has been similar. A year ago, two deals - the £2bn fight over Gateway, the food retailer, and Sir James Goldsmith's £13.5bn assault on BAT Industries – appeared to be pointing the way to greater use of debt-funding generally, as well as the introduction of

US-type financial instruments. In August Hanson acquired Consolidated Gold Fields for 22.5bn, the largest completed deal in the UK. This, plus five other "mega-transactions", took the value of announced

of £85.2bn. Since the start of 1990, the UK hid scene has also been noticeably quieter, although the value of concluded deals in the traditionally dull first quarter was still slightly shead of 1969 levels. Leveraged trans-actions and the "mega-deals", in particular, have virtually disappeared. On a more anec-dotal note, most domestic bankers note grimly that the "fall-off" rate — those deals which never make it to the marketplace - is rising.

These depressed levels of activity coincided with a fun-damental challenge from fastchanging European economies to many "Anglo-Saxon" con-cepts. The notion of shareholder rights, for example, is not embedded in Continental culture; nor is the drive for 100per cent ownership. Instead, complex structures of alliances and relationships rule.
They are also compounded in the US by a backlash of pro-tectionist measures, particu-

State laws. Pennsylvania, for example, has severely restricted the voting powers of a corporate raider holding more than 20 per cent of a tar-get company, and also forces the "disgorgement" of profits on the sale of holdings. Moves bids in 1989 to an all-time high this nature lead one senior London-based banker to argue that the UK is becoming the only haven for unfettered shareholders' rights.

That may be pushing the point. But it would not be diffi-cult to reach the conclusion that corporate finance in the 1990s will be very different

This is the point at which one should probably be wary. While there may be large mea-sures of truth in the preceding argument, it is almost certainly simplistic.
A closer examination of the

reasons why acquisition activity has dipped suggests this may be a temporary check, capable of change at short notice, rather than a fundamental shift.

in part, the hill results from funding problems. On the leveraged front, there has been a serious loss of appetite among the senior debt provid-ers, most prominently the US

banks. By contrast, many investment bankers claim there are still ample pools of equity and mezzanine finance available for leveraged transac-

It is also true that even debt

funding has not dried up alto-gether; rather, the bankers appear to be taking an extremely conservative stance, seeking cast-iron security and with a strong preference for backing "blue-chip" acquirers. Interest rates also have some Interest rates also have some bearing on the matter. In a more conservative climate, cash flow requirements become tougher and, given the relatively high interest rate environment, the number of "doable" deals declimes.

In the UK, this shift in banks' lending policy has had a significant, but far from catastrophic, effect on activity.

strophic, effect on activity. Highly-leveraged deals may have been on the rise in the late 1980s, but they were never the core constituent of the domestic acquisitions scene.
Moreover, there have been some recent cases of would-be acquirers tapping the heavily-liquid institutional coffers, via rights issues and other fund-raising moves. This, admit-

ity is still a barrier to a revival of the traditional underwriting system. But it is, at least, a move in the right direction. In the US, where the leveraged culture was more advanced, the impact has been

much more severe. To some extent, the "private placement" market has attempted to plug the funding gap, but most players concede this is a relatively costly and cumbersome alternative.
The "European" impetus,

meanwhile, is still in its embryonic stages. The surge in European cross-border activity has been marked but it is worth remembering that it starts from a very low base. Moreover, the relatively open UK market continues to attract much of the attention: according to figures compiled by ing to figures compiled by Translink European Deal Review, more than half the Review, more than half the 1989 cross-border acquisition spend – some £15.5hn in round figures – went on UK target companies, West Germany fell into second place, attracting only one quarter of that sum. Few professionals dispute that some interchange of the Continental and Anglo-Saxon financial cultures is already under way – and that the under way - and that the trend may have considerably

will differ from the 1980s is incontestable; someone will have to pick up the pieces. In New York and London, the sight of deals coming unstitched, corporate restructurings and complex refinancing has become commonplace.

That poses some awkward questions about intermedi-

further to go. The thrust of the takeover barmonisation initia-tives emanating from Brussels has been broadly
"Anglo-Saxon". But, in the real
world of deal-making, some European concepts have seeped across the Channel the cross-holding structure between Guinness and Louis Vuitton Moet Hennessy being a recent example - just as some Continental players have

proved adept at playing the Anglo-Saxon game. All this would seem to point to a blend-ing of styles, rather than dominance by either.
One way in which the 1990s will differ from the 1980s is

questions about intermediaries' responsibilities — whether they are merely the tools of managements or play a real part in shaping corporate destinies. In the late 1980s, there was a clear trend in the latter direction. So if the bull latter direction. So if the lull gives pause for thought, on this score alone, it may be no bad thing.

In this survey

☐ Financial Times writers make an in-depth investigation of corporate finance trends in the world's leading economies - the United Kingdom, the United States, France, West Germany and Japan Pages 2 and 3

□Janet Bush looks at Wall Street investment banks and Nikki Tait assesses UK merchant banks

Profiles of four investment banks and their European strategies - one American, one British, one French and a



George Magan, of Hambro Magan

☐ Andrew Freeman on credit analysis; Stephen Fidler assesses senior debt and mezzanine finance; Deborah Hargreaves discusses derivative productsPage 6

☐Janet Bush says only the very brave or foolhardy will invest in junk again; Deborah Hargreaves expects growth in the international equity market in Europe; Charles Batchelor believes the venture capital industry has more money than it can usefully investPage 7

Editorial production: Roy Terry

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they coming off?"
The head of one large UK investment bank surveys the domestic bid scene with a mixture of uncertainty and stoicism, but with traditional opportunism unpunctured. This is a picture that gets repeated many times: plenty of ideas are being explored, say the bankers, but relatively few are bubbling to the surface.

Certainly, in terms of straight statistics, UK bid activity is undergoing a lull, particularly at the "large deal" end. The same scenario is true for flotations – which are virtually at a halt - and for share issues. Only on the latter front has the situation changed in recent weeks, with a modest and cautious upturn in rights

issues and the like, under way. There are some obvious reasons for this. David Verey, head of Lazard Brothers, states them neatly: "Inflation is 10 per cent, interest rates are 15 per cent upward, corporate profitability is patchy, there's stockmarket volatility and debt markets are undoubtably get-ting stickier. So activity will be

In fact, from an M&A viewpoint, the UK seems to be caught in the worst of all possiole worlds. On the one hand, high interest rates and an uncertain stockmarket make acquisition funding difficult. On the other hand, purchase prices for corporate assets have been slow to fall. In the case of quoted companies, in particular, high levels of institutional liquidity have meant that significant premiums are usually demanded before a bid

Caught in the worst of all worlds begins to stand a chance of

Success. Indeed, a number of players suggest that this situation began to rectify itself only in the late-1989/90, and that the May/June stockmarket rally -if sustained - could prohibit any significant upswing in activity later this year. Antici-

UNITED KINGDOM

pation of election-related moves a year or so out, runs the theory, might ensure that the required adjustment in sale prices never takes place. In the meantime, the funding constraints would tie the hands of many would-be buyers.

There may be an element of truth in this, but it is probably over-simplistic - and overgloomy to boot. For a start, there is a feeling that price resilience is due partly to a "flight to quality". As Derek Higgs at S.G. Warburg puts it: There's a two-tier market: you'll still get a fair price for a good business, but you can't

give a dog away."

More significantly, there is
the well-publicised "European"
trend, where strategic positioning tends to take precedence over pure price considerations. As far as the UK market is concerned, there are two relevant forces: the desire by Continental European companies to expand into Britain, and that of non-European compa-nies to use the UK as a springboard into Europe. The first trend has been clearly discerni-ble – witness the French move

example, or the steady pur-chase of UK fund management operations by Continental

banking groups. The second, perhaps, is more hesitant; although the UK offers the most accessible market, and poses fewer language problems for American and Japanese buyers, it is not necessarily a winner in "operational" terms, particularly as Eastern Europe opens up. Most UK banks concede pri-

vately that creating a structure to service these new demands is easier said than done. Aside from a few strong established contacts in particular markets - Lazard Brothers with Lazard Freres in Paris and Morgan Grenfell through Deutsche Bank - most banks have alighted on one of two solutions. Either they have set up a string of "alliances" with domestic players on the Conti-nent, and then run a UK-based "European" team, or - a la Warburg - have opted to run offices in the main markets.

Either way, most UK players concede that there are difficulties - either in finding high-quality alliances and then making them work, or estab-lishing a sufficiently significant presence via a local office. And, privately at least, most admit that this is one area where US banks have tended to move more smartly. In short, pan-European deal-making may be a growth area, but it is not without difficulties.

Back home, on the other hand, economic problems have created some opportunities of their own. The most obvious

workload has come from what one banker describes as "the orderly dismantling of shaky edifices". This may not be as profitable as their creation, but does command some fees.

J.Henry Schroder Waggtt Samuel Montagut/††

Morgan Grenfell††† N.M.Rothschild & Sons

Lloyds Merchant Bank

Barclays de Zoete Wedd Robert Fleming & Co.

Lazard Brothers†

S.G.Warburg

Moreover, while bid activity may be undergoing a lull, the trepidation felt by some quoted company chairman about their **MERCHANT BANK CORPORATE FINANCE ACTIVITIES**

Flotations

1989 1988

Ranking Bank

depressed share prices shows no sign of evaporating. That, in turn, seems to have added grist to the "unbundling" mill, enhancing the corporate fashion for streamlined business groupings rather than "con-glomeration". The reception given to the likes of the BAT

Industries' restructuring and

No. Value (£m) No.

13,058.70

10,395.40 5,239.20

1,604.69

934.14

895.15

360,60

273.00

the Courtaulds demerger, sug-gests that this trend may have

further to run. Finally, the funding picture itself is not entirely bleak. Most bankers agree that leveraged deals have become very difficult, largely because the senior debt providers have put

100.00

-11.11 60.00

0.00

300.00 -75.00 -66.67

-66.67

-66.67

25.00 -66.67

-30.77 -22.22 14.29 50.00 100.00

0.00

Value (£m)

2,711.70 210.60

1,650.00

202.97

63.40

111.20

1988 Value (£m)

27.60 340.40

240.20 244.70 635.30

164,80

No.

2,694.10

% change 1989/88

% change 1989/88

473.3

381.6

4,836.1

370.6

360.2

1,311.9

-86.6 4,165.6

1,479.7 27.9 72.6 58.5

-49.5 92.9

By contrast, some movement on the equity funding front does seem to be under way, helped by the recent strength of the stockmarket. A smattering of rights issues - largely below the £150m mark - have been presented to investors. some attached to specific

acquisitions. Tomkins, the

industrial conglomerate, recently called for more than \$200m to fund a US acquistion. but took the unusual step of saying publicly it would market the deal among shareholders before attempting to underwrite the rights issue.

The only fear is that the stockmarket rally will reverse. leading to a new wave of uncertainty. At the end of the day, volatility is the deal-

maker's nightmare.

Nikki Tait

'Vulture funds' move in on ailing companies

WALL STREET, having gained mightily from the takeover boom of the 1980s, is now trying to turn a profit from sorting out the corporate mess spawned by that eta, and which it played no small part in creating.

More and more US compa-

nies are filing for bankruptcy, or negotiating complicated restructurings with their creditors as many of the highly leveraged takeovers organised in the 1980s find themselves facing cash crises in a less balmy economic climate.

All the parties to these nego-tiations need financial advis ers, and while the fee income may not match the huge sums involved in large bids, it is still welcome in a world which has turned very chilly for the Wall

Street houses themselves.
A growing number of institutional investors are becoming
interested in so-called "vulture funds", which invest in down-and-out companies. Even Goldman Sachs, one of the most blue-chip of Wall Street investment banks, is setting up a fund to take stakes in distressed businesses. It will be by far the biggest yet and is likely to set an example for other top securities houses.

The death knell for the take-

over boom was sounded last autumn by the severe financial difficulties and subsequent bankruptcy of highly-leveraged Federated Stores, bought by Canada's Campeau Corpora-tion in one of the most wildly optimistic deals of the junk era. Last October the highly-leveraged bid for UAL, the parent company of United Airlines, came to an abortive end and prompted a mini stock narket crash. The last rites were delivered

earlier this year with the col-lapse of Drexel Burnham Lambert, the investment bank which did more than any other to promote the takeover wave. through its pioneering of high yield "junk" bonds and huge bridging loans that allowed insignificant companies to mount audacious and successful bids for much larger busi-The junk bond market has

imploded, leaving some large Wall Street houses sitting on tations both from this and bridging loans which have gone sour. Many companies that sold junk bonds to investors are now trying to buy them back at a deep discount to the issue price. According to First Boston a record \$2.5bn of junk was bought back in the first quarter of this year. The tactic obviously helps companies which have the cash to retire debt cheaply, and some holders of the securities will be happy to see any return on investments which may have suffered a drop in value of 40 per cent or more. Other bondholders, however, have complained they are being stampeded into unwise acceptances.

With the disappearance of the junk finance which fed the bid boom, the volume of takeover bids in the US has slowed to a trickle. According to Securities Data the volume of announced US bids was down 61 per cent in the first five months of this year, compared

While the much tougher climate has been one reason for the contraction, another has been a wave of anti-takeover sentiment. This has been manifested particularly in increasingly tough legislation at a state level.

Pennsylvania has put in the most onerous anti-bid law, one which severely restricts the voting powers of corporate raiders holding more than 20 per cent of a companies and also forces them to "disgorge"

profits on the sale of holdings. Pennsylvania's move is particularly controversial, since it weighs the scales so heavily in favour of incumbent management and removes much of the power of market forces to regulate corporate behaviour. As a result it has been dubbed the fat cat protection and shareholder rip-off act.

Other states may not be so extreme, but the various barri-

STATES

ers already erected to bids -or which might be erected if one materialises making predators think very carefully before launching an

Investment bankers argue that while the days of the mega-merger are now past, deals will continue to be done - but they will tend to be agreed bids and involve sound industrial logic rather than the financial engineering which lay behind many of the takeover battles of the 1980s. Fur-ther, the lack of ready bid funds in the US may open the market more widely to foreign companies.

US companies for their part are looking much more towards acquisitions and joint ventures in Europe, prodded by the twin prones of the European Community's 1992 programme and collapse of the

Soviet Empire.
In the US. meanwhile, the past few months have seen a change of strategy by corporate raiders and hostile bid-ders: they have increasingly been employing the proxy bat-tle - the solicitation of votes from shareholders - as a means of pursuing their goals.
or as an adjunct to a formal bid. The main reason is that they can get round anti-take-over legislation if they can per-suade shareholders to change the composition of the compa ny's board.

hostile climate for hids should make institutional sharehold ers flex their muscles more i they are to ensure that Ameri can management does not relax into complace

With the fall-off in merge work and a dearth of related securities underwritings, bankers are hoping that a recent change by the Securities and Exchange Commission which liberalises the US pri vate placement market, will provide one useful area of additional business. The new rule 144a allows US and foreign issuers to offer debt and equity securities to large institutions without having to go through the SEC's onerous registration

But the pace of new offerings is likely to build up slowly, in part because of a reluctance by some US institutional investor to buying more privately-placed securities. Only Goldman Sachs and First Boston, which between them have a sizeable chunk of the privat placement market, are believed to have picked up any substantial business. Neverth rule change is expected to lead to a large secondary market in unregistered securities.

Only certainty is uncertainty

FOR MONTHS after the first chinks of light shone through the Berlin Wall, the West German stockmarket went on an

extended party.

The inebriation may now be giving way to a more sober assessment of the costs, as well as the benefits, of the economic reunification of the two Germanys in the near term. But the fundamental re-rating that has occurred since November

remains valid. Mr Helmut Haussmann, the West German economics minister, recently forecast that, in the 1990s, East Germany would have one of the world's highest growth rates. And West Ger

man companies believe that, given patience, economic union will eventually bring them handsome returns Many are opting for joint

WEST GERMANY

ventures with existing East German firms, but in large sections of heavy industry chemicals, for instance - the environmentally disastrous and unproductive pre-war fab ric is worth nothing, so that starting from scratch becomes the only viable option

Continued on facing pag

Rights Issues Ranking Bank 1989 1988 No. Value (£m) S.G.Warburg 682.10 Kleinwort Benson 563.10 Lazard Brothers Morgan Grenfell† Samuel Montagu 435.40 414.50 387.90 320.80 UBS Phillips & Drew J.Henry Schroder Waggt 318.00 Chaterhouse Bank N.M.Rothschild & Sons 287.50 2 Barclays de Zoete Wedd

The Hubble Space ■ Telescope is set to
 alter our perception of the universe. Launched in the Space Shuttle at the end of April it has been claimed as the most exciting astronomical development since the discoveries of Galileo. At half a million times more powerful than the human eye it detects objects 50 times fainter than those that can be seen from ground telescopes.

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domestic liaisons implemented by equity exchanges, has long been transformed by new dynamics. The value of bids has escalated, the aggressor is often smaller than

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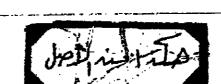
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NITED

CORPORATE FINANCE 3

Biç commercial banks vie for slice of the market

THE LAST fet years have seen a surge in derest in the French corpora finance mar-ket Besides the aditional spe-cialist merclut banking houses and new-installed foreign banks, thoug commercial banks have sadily built up their capacity: the sector.

Now, even utualist groups, Now, even intualist groups, whose busine is overwhelmingly concertated on retail banking, hie increasingly tried to devep capabilities in this field, with they used to leave alone.

The rapidxpansion of some resolver sometic expense.

market sements explains these appets. New issues, for example, the off in the early 1980s from more or less stagnant baseand have scarcely let up sink despite a few mar-ket scares

Deregution of the capital markets id a progressive end to the riltiplicity of speci-alised ad often subsidised lending routs that characterised Frace 10 years ago led to an expsion in bond market activity the first half of the 1980s: pan FFr106bn (\$18.6bn) of newswes in 1981 to a peak of FFr.7bn five years later.

Thisrapid growth has not contined, but new-issue vollast ear. The proportion of this otal accounted for by Treatry bond issues has, morever, diminished.

Tr primary equity has displayd an even more explosive groth. From an average of justiver FFr30hn a year in the ear' 1980s, new equity issues too off to FFr73bn in 1985, when the fall primar almst doubling the following yet to FFr137bn. This volume ha continued to grow, almost unbecked by the stockmarket crsh of October 1987, to reach F7152bn in 1988 and FFr240bn

lat year. 'erhaps more significantly. phlic share offerings, which serage FFr3bn a year in the erly 1980s, have maintained teir presence. New public steer presence. New public steers, which reached a peak of serage foreign banks. Rhône-Poulenc's managed portfolio of on-balance sheet equity investments.

The two prime examples are foreign banks. Rhône-Poulenc's Paribas and Suez, although

FFr63bn in 1986, did dwindle in the wake of the crash, and totailed FFr32bn in 1988, but recovered to FFr59bn last year. Anxisties after the crash, in fact provided crist the crash, in Anxieties after the crash, in fact, provided grist to the mill of the corporate finance specialists, by opening the way to more sophisticated issues: convertible issues took off in 1988,

FRANCE

and issues of shares or bonds with attached warrants have also provided a fertile market for bankers.

A field for even more sophisticated financial engineering was opened after the re-election in May 1988 of President François Mitterrand, and the replacement of the right-wing government of Mr Jacques Chigan Stanley, Goldman Sachs, S.G. Warburg and Baring Prothers – pushed into the tree

"perpetual capital notes", for example, were devised by Mer-rill Lynch, the US investment bank, while an issue of "partic-ipating securities", arranged to resemble as closely as possible the company's non-voting cer-tificates of investment, was led by Shearson Lehman.

The mergers and acquisi-tions market has also repre-sented a fruitful ground for foreign banks. According to PF Publications, a specialist moni-

replacement of the right-wing government of Mr Jacques Chirac by a socialist administration under Mr Michel Rocard.

One of the key planks of Mr Mitterrand's manifesto was the foot foreign hanks - Morgan Stanley, Goldman Sachs, S.G. Warburg and Baring Brothers - pushed into the top 10 advisers last year by value of deals, according to PF, with Midland Bank, Kleinwort Ben-

Anxieties after the 1987 crash, in tact, provided grist to the mill of the corporate finance specialists, by opening the way to more sophisticated issues

principle that the privatisation of state companies should stop, but that there should be no renationalisations. The state was reluctant, for budgetary reasons, to provide straight cash injections for its companies, but these in many cases required new capital – the banks, to meet the Cooke capi-

tal adequacy ratios; industrial groups, to finance a series of overseas acquisitions.

Rhône-Poulenc, the state chemicals group, led the way with an innovative series of securities, looking like equity but without the kick of the real thing.

son, Bankers Trust and Dillon Read close behind. Even by number of deals — where domestic banks handling large quantities of smaller operations tend to be favoured - Barings, Bankers Trust, Goldman and Warburgs ranked

among the top 10.

The dominant forces in French M&A, however, remain the traditional banques d'affaires, a peculiarly French con-cept that differs from the Brit-ish merchant bank or the US investment bank, by blending corporate finance and capital market activities with an actively-managed portfolio of on-balance sheet equity invest-

some critics argue that Suez has lost the banque d'affaires culture and become a financial conglomerate. It is Lazard Frères, however, which takes the lion's share of the market.

"The main characteristic of the French market is, above all, its concentration around a single, traditionally dominant actor, the house of Lazard," comment Mr Olivler Costa de Beauregard and Mr Jean-Pierre Denis, in a recent study of M&A activity, entitled The Return of Capital.

Both in 1988 and in 1989, Lazard — one of the leading shareholders in Pearson, which also owns the FT — advised on deals worth more than twice as much as its closest rival. Suez and it is present in almost all

the largest transactions.
"The thing has become a system: they have directors on the boards of so many companies that chief executives will almost always offer them first crack at a deal, rather than risk a row with their board by giving a mandate to another bank," comments one disgruntled competitor.

Other competitors admit, however, that Lazard still has a formidable skill in the M&A market, backed up by its close ties with the two other Lazard houses in London and New York which provide it with a York, which provide it with a strong advantage in cross-bor-der transactions. Lazard, for example, advised the glass and materials group St Gobain in its recent \$1.8bn acquisition of the US abrasives company Nor-ton. It was also charged with finding a US target for Axa, the French insurance company which earlier this year failed to win control of the Farmers group, despite Axa's close ties to Paribas.

The creation of corporate finance teams at the main commercial banks, and even some minor retail banks, has done little to dent this domination.

war break-up of pre-war con-glomerates.

Japanese companies' reaistance to M&A has been made glaringly apparent by the attempts of Mr T Boone Pickens, the Texan corporate raider, to make heady in his bettle with Keiter as Japanese

battle with Koito, a Japanese auto parts maker. Mr Pickens

has built a 26 per cent stake in Kotto, which is loosely affili-ated to Toyota Motor, the car-maker. But he has failed to win

seats on the Koito board even though Toyota, a 19 per cent shareholder, is represented.

that Japanese companies will prefer to solve their problems

with a greater emphasis on mutual co-operation. They have done this before — for example Akai, a second-tier electronics company, has been

brought from the brink of bankruptcy in the last three years by Mitsubishi Bank and Mitsubishi Electric, two lead-ing members of the Mitsubishi

grouping, to which Aiwa also belongs. The price has been some loss of independence, but

Aiwa survives as a separate

company. Mitsuhishi Bank and Mitsuhishi Electric have stakes

of 7.2 per cent and 7.7 per cent

Temporary brake on growth

THE shock suffered by investors in Tokyo's financial markets is unlikely to have put more than a temporary brake

on the growth of Japanese mergers and acquisitions.

"The uncertainty has had an effect. But I don't think this is a substantial concern for Japanese mergers." nese companies," says Mr Hiro-shi Nakamura, director and general manager in charge of investment banking at the John Schlesinger, managing director in charge of investment banking at Salomon Brothers in Tokyo, says: "The short-term effects are already wearing off."

Corporate finance experts have good reason to talk confidently - and not just because they are investing big money in their M&A departments. Japanese companies are generally not opportunistic buyers of other businesses, motivated by a chance to exploit a particular blip in the stock market. They seek acquisitions for stra-tegic reasons which have more to do with the outlook for a given industry than for the financial markets.

table shows, according to then in some European coun-Yamaichi Securities, the number of acquisitions completed by Japanese companies in the year to March rose 33 per cen to 740, including 448 cross-box der transactions and 27

The list of internation deals includes spectacular

Overseas buyer/Japanese eler

Continued from facing ige
The hunger for estern
products by a nation list
people, allowed only antalis-

ing glimpses of the psperity of their neighbours one of the world's richest cratries, is

immense - and We German

consumer compars have already begun to re: rewards.
At the other end, the scale,

price-earnings rats of construction companichave shot

up, in expectationf years of work rebuilding d renovat-

ing a nation ocrumbling façades.

However, the p of gold represents a corpora financier's nightmare. Giv. the speed with which theountry has

lurched towar monetary union, set for ly 2, and all

that the intruction of a

social market enomy entails, virtually the cy certainty is

In a countr where the for-

Note Figurelat years to March

large aquisitions, among them Sony's 3.4bn purchase of Col-umbia ictures Entertainment and Kikoman, the food company's,\$1.47bn acquisition of a unit of lel Monte, the food processinggroup which was bro-ken upas a result of the take-over if its parent, RJR Nabiso. But the bulk of the list is omposed of acquisitions worth between \$10m and \$100n The average size.

JAIAN

acceding to Yamaichi, is

Along foreign acquisitions, the liggest change in the past yet has been an enormous grath in interest in Europe. Samon's Mr Schlesinger says: "Je focus used to be mainly

nese companies themselves stayed away from hostile bids, but they often bought businesses from corporate raiders. nesses from corporate raiders.
Also, some Japanese companies are beginning to take seriously US charges that Japanese bidders pay too much for their acquisitions. It is now two years since Bridgestone,

the largest Japanese tyre com-pany, bought Firestone Tire and Rubber for \$2.6bn. The company underestimated the problems involved in improving Firestone's performance and does not expect Firestone

to stop losing money until 1992. However, such considerations need not necessarily blight smaller deals priced up to \$1bn, still less those valued under \$100m, which account for the bulk of transactions.

nterest in M&A is spreading to an ever-wider ange of companies, small and medium-sized groups as well as big corporations

ngly on Europe."

Nevertheless, the US is ikely to remain the biggest Moreover, interest in M&A is destination for Japanese companies of companies – small need companies – small need companies know the US and medium-sized groups as better than they know Europe. well as big corporations. As the Also, deals are easier to close table shows according to then in some European coun-

Some foreign bankers think the number of large \$1bn-plus deals could fall because the US domestic market in M&A has calmed down in the wake of the collapse of the junk bond market, which provided funds for so many transactions. Japa-Japanese mergers ad acquisitions: number of

1985 | 1986 | 1987 | 1988 | 1989

219

228 22

469

315 17

555

Source: Yemaichi Securities

740

226 204 21

289 451

n the US. Now it's increas- Even large Japanese companies often prefer transactions of this scale since they are more easily integrated. In a typical deal, Sankyo, a large drugs company, spent \$129.5m on a controlling 74 per cent stake in Luitpold-Werk, a family-owned company in Munich, West Germany.

Deals involving larger com-panies are exceptional. Mitsu-bishi Metal and Mitsubishi Mining and Cement, two of the largest companies in the Mitsubishi grouping, earlier this year announced plans to merge. The news prompted speculation that widespread spectration that widespread consolidation might be afoot in the Mitsuhishi empire. But this seems unlikely. Mitsubishi Metal and Mitsubishi Mining

shareholder, is represented.

Whether or not resistance to takeovers will weaken in Japan is one of the key questions of the 1990s for investment bankers. The potential for restructuring is huge given that Japan's existing corporate structure dates back some 40 years. In particular, there are years. In particular, there are too many companies in traditoo many companies in tradi-tional industries, including shipbuilding, shipping, chemi-cals and some areas of engi-neering, as well as other parts of the economy, notably retail. But it seems unlikely that restructuring will occur US-style with blocks of corporate assets going to the highest bid-der. Rather the chances are that Jananese companies will

Interest in domestic M&A is also growing, As Yamaichi's figures show. But the market is quite different. It is dominated by transactions involving private companies, often with elderly founders having to sell out for want of a suitable suc-

Stefan Wagstyl

mer central bank does not know whether it owns its own building, the problems are The old state bank is housed

in what, before the war, was the Dresdner Bank headquar-ters. Its dilemma illustrates how the entire area of property rights remain a political mine-field. Other company assets are impossible to value, and it is only now that accountants are attempting to draw up opening balance sheets for the old state

It is no wonder that, despite the plethora of east-west part-nerships that have reached the letter-of-intent stage, very few operations are actually up and

running.
Those that have proceeded quickest often grew-from well-established existing relationships, such as Volkswagen, which is already producing

cars across the border in a joint venture with a long-time VW supplier.

It is also hardly surprising that most foreign companies are still on the starting-blocks. The cartel authorities - caught between recognition of the urgent need for capital to bring the country to its feet, and the fear that former communist monopolies will simply be replaced by West German monopolies - have been urging foreigners to invest via joint ventures or their own

plants, so far to little avail.

Meanwhile, as East German
citizens shed the fetters of a planned economy, information is at a premium. Bankers, management consultants, lawyers and accountants have been running seminars across the country, unveiling even the simplest accounting principles to a thirsting audience.

While whole sections of the

monolithic combines will be closed, unable to hold their own outside the protective communist ring, the country's economic fate will be more closely tied to the progress of the so-called *Mittelstand*, small and medium-sized companies at the core of the West German economic engine.

Largely enveloped into the combines in the early 1970s, the *Mittelstand* needs to be rebuilt. A Saxon organ-builder applies for a loan to buy back his old business. An entrepreneur in Frankfurt-an-der-Oder wants to open a tennis and squash club. It is in the smaller and medium-sized com-panies, bought back from the state or started anew, that West German and foreign companies will find the most prom-ising opportunities.

Katharine Campbell



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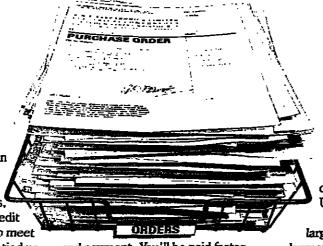
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CORPORATE FINANCE 4

Janet Bush looks at Wall Street investment barks

Shake-out has been severe

AFTER a decade of multi-million dollar bonuses. enormous profits from trading volatile financial markets and takeovers dreamed up by investment hankers for no better reason than to earn huge fees, the shake-out on Wall

Street has been severe. In the past six months, some of the mightiest names on Wall Street have been forced to square up to severe financial and business problems. Some executives believe that the securities industry, which has already lost 17,000 jobs since the October 1987 stock market crash, needs to slim down by another 25 per cent or another 35,000 to tackle overcapacity.

The brokerage industry's return on equity dropped from around 50 per cent in 1980 to scarcely 6 per cent in 1989 and pre-tax profit margins are now around 4 per cent compared with 14 per cent at the beginning of the 1980s. Earnings in 1989 were roughly half of what they were in 1986, the year in which Drexel Burnham Lambert staggered the financial world by reporting a pre-tax

profit of \$1.1bn. After the 1987 crash, trading olumes in financial markets dropped considerably, putting a severe squeeze on commissions and reducing the scope for making trading profits. In response, many houses rushed headlong into high margin fee-earning investment bank-ing which, for a while, masked the underlying erosion of prof-itability in the industry.

A retrenchment on Wall Street on a scale not seen since sions were abolished, became an inevitability on the day that

decade of the proposed leveraged buy-out dollar bonuses. of UAL, the holding company United Airlines, collapsed and triggered a 190-point fall in the Dow Jones Industrial Average last October 13.

Although the UAL deal has been revived, the demise of the original buy-out signalled to Wall Street that banks were baulking at financing deals with obviously inflated values and dependent on junk bond financing. Almost overnight, the junk bond market collapsed - and has not shown any signs of recovering - and the flood of fees from mergers and acquisitions promptly

Some of the mightiest names have been forced

Drexel Burnham itself was the most prominent casualty. Facing a liquidity crisis, it found itself abandoned by its bank creditors and US regula-

Chapter 11 and there se very little prospect of anything but a small, specialised opera-

bonds.

Ranking Bank 1989 1988

houses finally started to administer some bitter medicine, not only to address past over-expansion and mistakes but also to position themselves for what will undoubtedly be extremely competitive condi-

tions in the 1990s. Merrill Lynch, the largest brokerage house, announced a record \$470m restructuring charge in January against its fourth-quarter results, leaving it in 1989 with its worst loss. Merrill had long been notorious for being overstaffed and did not move to cut costs significantly despite the drop in retail investor participation after the October 1987 crash.

to square up to severe financial problems Last December, severe problems became apparent at

for protection under Chapter 11 of the US bankruptcy code.
Since then, the broker/dealer credit-rating agency was threatening a downgrading of its commercial paper unless it itself and all other operating subsidiaries have filed for ceived a significant infusion

tion emerging from the courts.
Although competitors talked enthusiastially about the opportunities in junk financing left by Drexel's demise, it seems unlikely they will make much money either from underwriting or trading junk

It was difficult after the October mini-crash to see where the next profit centre would be and many securities

Shearson Lehman Hutton which had been struggling to contain the enormous costs associated with its merger with E.F. Hutton shortly after the 1987 crash. Moody's, the US

of new canital. Accordingly, a significant capital injection was announced last year but this was not enough in the nervous conditions following Drexel's bankruptcy In the end, its parent American Express was forced to but in a total of \$1.35bn in fresh capital and decided to take 100 per cent control of its troubled brokerage subsidiary. Mr Howard Clark, formerly American Express's chief financial offi

MERCHANT BANKS: Mergers and acquisitions

Value

swimmenne dt cutting and a far reaching processing Another danple of a sea

change in imanagement of General Elect to take 100 per General Elect to take 100 per cent control its brokerage unit Kidder, tabody which made a less cround \$33m in 1859. At the per time, General Electric fieved its subsidiary of \$75h of illiquid securities and line.

General Elect had bought an \$60 per cent six in Kidder in 1858 for monthan \$700m when all kinds dorrogations

when all kinds corporations were snapping dinterests in Wall Street becaut he indusmoney There is Bloubt Gen eral Electric's invement went sour; the deal and need with Kidder in March of the company another \$550

First Boston, whichad been active in leveraged lais, also had its share of prijems, in February it revealed had a \$1.000 exposure to de-related bridge loans and that made only \$11m in 1989 afternaking only \$11m in 1995 aromaning significant additionate its reserves. In this case, o First Boston was bolsteredly the backing of the Credistisse banking group.

Despite all these worthere were some funts of thresilience which characters Wall Street. Morgan Stanic, for example, made recording income in 1989 of \$110; and boosted its quarterly divers Salomon Brothers, thewarhorse of trading, made tim from its securities busing in the first three months othe year and simultanecally announced the opening dis-

Nikki Tait assesses UK merchant banks

Shadow falls over the Nineties

IT MAY be too early to call 1989 the last year of the mega-deals. But, even if UK bid activity revives at some stage in 1990, it seems unlikely the aggregate acquisition values - and the associated fees - will begin to match those seen as the decade closed.

One mega-deal in particular the £13bn assault by Sir James Goldsmith's Hoylake consortium on BAT Industries - distorts any league table of advisers. For example, the top seven places in the M&A table go exclusively to investment banks involved with that trans-

This is slightly unfair. Statistics drawn up by Extel Finan-cial for all deals and defences involving a UK target company but excluding Hoylake/BAT keeps Warburg and Lazard Brothers in first and second place, but after that the list changes significantly. Kleinwort Benson, Schroders and Morgan Grenfell take the next three places.

In fact, given the furore over BAT, it is easy to forget that six other deals also exce £1bn, including the £4.7bn Bee-cham/SmithKline merger as as the Hanson/Gold Fields, Isosceles/Gateway, GEC-Siemens/Plessey, Ford/ Jaguar and AMP/Pearl bids. Moreover, the total value of announced bids, again on Extel figures, was a staggering £85bn, while completed transactions reached £49bn. In a cake of this size, there was plenty of scope for healthy fee levels without commanding

the lead positions. Whichever way the figures are worked, the poll positions of Warburg and Lazard Brothers are undeniable. That picture, moreover, has contin-ued in the deal-depressed Nineties; in the first three months of this year, Lazards ousted Warburg from the number one slot but, with transaction values of £2bn and £1.2bn respectively (covering quoted and private companies plus UK subsidiaries), both were ahead of the nearest rival, Barings.

The rise of Lazards during 1989 was arguably the more marked development. The bank ranked only sixth in the previous year and its pre-emi-nence in 1989 owed something to a blue-chip and well-estab-lished client list. Lazards was involved in three of the mega-bids - for BAT, Gateway, Plessey – and it is notable that in each case, it was on the defend-ing side.

Warburg, meanwhile, moved

remorselessly but less dramatically from third place in 1968 to the number one slot last year. The benefits — or, critics suggest, dangers — of its inte-grated approach were exempli-fied most clearly in the Isosceles/Gateway transaction. Warburg acted as adviser on the transaction; its banking division co-ordinated the debt funding; and its fund manage ment arm, Mercury Asset Man-agement, was a key member of the bidding consortium. The overall value of this one transing the bank to a record £187m pre-tax in 1989/90. It is also no coincidence that Warburg's top-ranking position

action became clear when Warburg's profits were published; total fees from the Gateway deal were close to £25m, help-

S.G. Warburg Goldman Sachs 14 64 30 21 36 64 15 56 35 NA 32 107 89 NA 57 4.642 5,590 Lazard Brothers 14.29 -14.29 15,11 14,91 NA 1,544 NA 12.50 Bankers Trust Hambros 16 14,68 14,52 13,50 13,34 J. Henry Schroder Wagg 14,264 -36.63 12,471 NA 8,117 -59.55 NA Morgan Grenfell Drexe! Burnham‡ Kleinwort Benson Rids for all UK Companies and British bids abroad. (Source FT Mergers&Acquistions Jan. 1990/Feb. 1989. (Drexel declined to give details of bid scilvity. breed. Kleinwort the banking muscle to good

was achieved on the highest number of deals - around 10 per cent more than Lazards in terms of bids for UK companies, almost 30 per cent more if British bids abroad are also added in. Nothing attracts like success in the bid world, and the bank has certainly not been loth to expand its client

That, too, has brought both pluses and minuses. On the one hand. Warburg has been one of the more innovative institutions in terms of deal structures, financial instru-ments such as the recent convertible capital bonds, and so on. On the other, it has suf-fered a fair share of subsequent acquisition-led casulties Coloroll, for example, or Cray Electronics.

Arguments over the merits of integrated houses, with all their inherent conflicts of interest, will no doubt con-tinue. However, with the exception of Warburg, 1989 was not a vintage year for the

remains a serious layer. notching up the inneative SmithKline Beecham de and a commendable victory a the Boots/Ward White battle However, its defence of the earl won few plaudits and it shee quently lost two of its "ars" to BZW at the end of the ear.

Among the clearing tink groups, BZW just about eld its league table position (dce the Hoylake effect is striped out) but, given its formidate broking/market-making captity, a place well outside the to 10 on corporate finance scarcely a triumph. Coun continued to suffer from the Blue Arrow affair fall-out, fa ing from the top 20 altogether while Hill Samuel, despite a somewhat stronger showing in deals below the £100m mark

effect - exemplified in the WPP/Ogilvy deal. Newgateway's abortive entry into the Gateway battle and Anglo United's successful assault on Coalite.

% change 1989/88

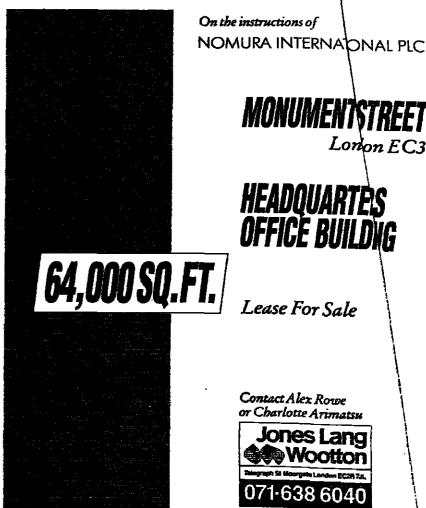
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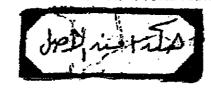
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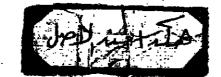
Meanwhile, the tochold gained by US competitors within the UK bid arena saw relatively little expansion last There's only one and a half players worth bothering with," remarks one indigenous banker airily, a sentiment many others echo in more moderate tones. Over-simplication or not, no

one could dispute that Gold-man Sachs has been notably more successful than its compatriots in breaking into this market, while Morgan Stanley wins fairly frequent mention for its predominently cross-bor-der role. Wasserstein Perella. has never featured promider role. Wasserstein Perella, nently since the ructions and the aggressive US boutique. departures of 1987.

Only at Midland did the corbon as own set up shop in London but — aside from the Gateway porate finance arm, Samuel foray — has not featured Montagu, continue to draw on strongly so far.







CORPORATE FINANCE 5

Profiles of four investment banks and their European strategies - one American, one British, one French and a boutique

HAMBRO MAGAN 🔧

14022

BOUTIQUES?"sniffed one senior investment banker. That game is largely over."

It is an attitude which Hambro Magan, the highest-profile boutique operation in the UK, is anxious to prove wrong. With all the sales technique that is usually expended on wooing clients and cajoling opponents, this two-year-old venture insists that life has been busier than it expected.

The company has certainly made a mark on the UK takeover scene since its formation in early 1988. The business was set up by George Magan, a for-mer director of Morgan Grenfell, in conjunction with Rupert and James Hambro, who had broken away from Hambros Bank two years earlier. The fourth member of the

initial team was Mr Alton Irby
III, a former Sedgwick director.
Today, the staff numbers
two dozen; a link has been
forged with New York-based Blackstone Group; and the operation is housed in an elegant, if rather homely, townhouse by St James's Park.

Life did not begin on a particularly auspicious note. A stout defence of oil group Carss against Kelt Energy failed. Salt was then rubbed into the wound when the bidder's sale of the downstream businesses left it with upstream assets valued at more than £160m for net outlay of £70m.

Since then, however, Hambro Magan's name has cropped up in happier circumstances with a fair degree of regularity - for example, in the defence of Boase Massimi Pollitt and its eventual acquisition by USbased Omnicom, in the Allders buy-out from Hanson and in the Hartwell-Jameel bid battle. Perhaps most striking is Hambro Magan's role in some of Britain's biggest deals, a sharp contrast to virtually any other boutique operation set up in the takeover boom. There was the advice given to Deut-sche Bank over its purchase of Morgan Grenfell, for example, and to Jaguar during the Ford negotiations. Hambro Magan was also one of three advisers acting for KKR, when the US buy-out specialists toyed with the idea of entering the £2bn

Nineties

Gateway battle. George Magan makes no secret of the generalist "We're not focused on any industry or type of assistance - not just buy-outs, for example," he says. "And | we've no hang-ups about hostile bids, unlike some of the Americans."

As for the merits of boutiques generally, he asserts these allow clients to buy a specific personal service, without the worries of conflicting interests or the pressures of Cross-selling

Not surprisingly, in the dog-eat-dog world of invest-ment banking, some competi-tors are keen to carp. The critics allege that business is still highly dependent on the con-tacts of Mr Magan himself -although a glimpse at the deal list suggests that this is only

partially true - and that resources are inevitably lean. The latter point is probably more valid. Even Hambro Magan concedes life became fairly frantic last summer when a number of big deals coincided. In staffing terms, there are still plans to expand the business a little further. However, George Magan is quick to argue that, with the

exception of Warburg and Schröders, few banks have more than "30 to 40 really good professionals" on their staff, although he acknowledges that will be a cushion of back-up specialists in tax areas and the like. The strains, he protests, "are a fact of life in this busi-- it's no more arduous than in a major investment bank.

The Blackstone link, mean-while, was only set up two months ago and it is too early to assess its effectiveness. The alliance comprises a formal agreement, under which both players agree to employ each other's services if business crops up in the US or UK respectively. Exception would be made only if there was a strong existing client relation-ship with a third party adviser. In theory, it is a model which George Magan believes can be repeated in Europe and,

perhaps, in Japan. But he admits reality is often more difficult. In one respect, at least, the UK group may move even closer to the typical US "boutique" pattern. Some thought, concedes Mr Magan, is being given to the raising of an in-house equity/mezzanine fund, possibly with a European orientation. "That's something where the Blackstone relationship may help," he says, suggesting that clients of the US

boutique might be offered a

participation.

BANQUE INDOSUEZ '

UNTIL last October, Banque Indosuez had seemed to be the quiet cousin in the Suez family: a financial group that had emerged from a sleepy period under state control to a dramatic three-year period in which it accomplished its privatisation, the acquisition of Société Générale de Belgique in a ferocious battle with Mr Carlo de Benedetti, and finally the FFr27bn takeover of the

Victoire insurance group. indosuez, the wholly-owned merchant banking subsidiary of the Suez group, had taken the lead in engineering these three operations, and had at the same time not neglected its own expansion with a series of acquisitions, much smaller but strategically important to the group, in the broking and financial services fields. But it was Indosuez's emer-

gence as the new principal

THE ABRUPT and chill wind

that has swept through Wall Street over the past year has left the strategies and profits of

many investment banks in tat-ters. Goldman Sachs is one of

the few to emerge with its rep-

utation intact, even enhanced.
Goldman has long had a reputation as one of Wall Street's

most smoothly-oiled and effi-

cient machines, but as take-over fever swept the US in the

1980s, leading to more and

more aggressive marketing of their services by investment

banks, its ways came to seem

It had, for example, a

long-standing policy (albeit one a little frayed at the edges) of not acting for a hostile bidder. It also had an aversion to some of the riskler financing techniques which lay behind the takeover boom. And it was

slower than some houses to

take the plunge into "merchant banking" - the investment of

the firm's own money in corpo-

rate America. This, however, did not stop

Goldman retaining a large slice of the best US financial busi-

ness throughout the 1980s, and

as the 1990s sort Wall Street's

goats from the sheep, seems to

be firmly in the former camp.

All Wall Street may be suf-

fering from thin market vol-

ume and a drying up of take-

distinctly conservative.

GOLDMAN

SACHS

fell, the once prestigious Brit-ish merchant bank, that put it in the limelight. Indosuez took its stake in Morgan Grenfell to nearly 25 per cent by paying £137m for the shares previously held by insurance brokers Willis Faber, and Mr

shareholder in Morgan Gren-

its chairman, wrote to his opposite number at Morgan Grenfell offering a partnership. Morgan Grenfell instantly ran in search of a white knight, and ended up selling out not to the French bank, but to Deutsche Bank, the lead-

Antoine Jeancourt-Galignani,

ing West German group. The failure of the Morgan Grenfell approach does not exactly leave Indosuez, which boosted net profits last year to FFr1.03bn, weak and defence-less in the battle for Europe's merchant banking market in the years to come.

'Mr Jeancourt-Galignani has

built up the group's financial market activities, principally around W.I.Carr, its UK and

over business, but Goldman seems to be suffering less than most. As a private partership, it reveals little financial information, but Mr Robert Rubin. co-vice-chairman of its management committee, says that in the fiscal half year to May, it was ahead of 1989 on a profit

and loss basis. The bank remains one of the top global underwriters of debt and equity and at the top of the league of new issue underwriting. Its research team is one of the most highly rated in the business and it has built up

one of the strongest presences in international M&A work.
Unlike many other banks it is not weighed down by those millstone legacies of the 1980s – large bridging loans or junk hard partialize year har commander. bond portfolios used by compa-nies to finance bids which have

now gone sour.
That said, Goldman's record is not perfect: it was, for example, a backer of the 1987 leveraged buy-out of Southland, the tailer which is now in financial difficulties:

The bank's distinctive nature and relative success stem from a combination of factors. One is that it is one of the very few houses left on Wall Street that is a partner-ship (with more than \$2bn of equity) and Mr John Weinbergity and in your west-bergithe senior partner, says it wants to stay that way. A partership, he says, means a "more intense watching of eggs in the basket".

Far Eastern stockbroking subsidiary, Cheuvreux de Virieu, one of the leading Paris equity brokers, and Carr Futures, in the European and North American futures markets.

Indosuez has also developed a leading position in project finance: it has, for instance. been joint lead manager for the financing of Eurotunnel and Eurodisneyland.

In asset management Indo suez recently completed its panoply with the acquisition for £155m of Gartmore, the UK fund manager - an acquisition partly funded by the profit it made on selling its Morgan Grenfell stake to Deutsche Bank, and which leaves it with some FFr140bn of funds under

In mergers and acquisitions, the bank's specialised subsidiary Financière Indosuez has a strong position in France, ranking second to Lazard with FFr34bn of deals handled last year and FFr26bn in 1988, according to PF Publications.

ents. That again was a rather unfashionable line in the 1980s,

when "transactional banking"

was the buzzword - partner-ships with clients established

purely to execute a hot deal

But now other banks are begin-

ning to proudly advertise themselves as "relationship

"We don't change people on accounts very often," says Mr Weinberg. "Companies like

The bank also has one of the

lower staff turnover rates on Wall Street, which must be due

in part to its recuitment pro-cess, designed to find good per-

formers who can work within

its strong team culture. Gold-man hires some of the best

graduates from the US busi-

oriented

ness achools.

that."

A second factor is that Gold-Goldman has recently made man's corporate culture lays great emphasis on teamwork two significant new departures. One is a move two years rather than individual stars. ago into fund management. It "This industry is now so complex that to serve a client you have to have upwards of a dozen expertises," says Mr Weinberg. "No one individual can have all that, so you have to have teamwork."

At the same time the street recently broadened its scope here to encompass small investors for the first time, with a trust fund that has raised \$400m. The second is a fund to invest some \$500m - including \$100m of its own - in dis At the same time, the atmosphere inside the bank is unstuffy. The offices of even tressed or bankrupt companies, with Goldman playing an

active adviser role to manage senior executives have a collegiate air of creative chaos. Peo-ple tend to kick off their shoes The bankruptcy fund has raised evebrows on Wall Street. Some critics say Goldas they talk, or loosen a tie. A third factor is Goldman's emphasis on the building up of man, known for shunning hostile takeovers, is straying from strong relationships with cli-

That argument sounds like mere sour grapes from the bankruptcy specialists. A more telling criticism is the poten-tial for conflicts of interest with clients who are creditors of the distressed companies in which the bank has invested. However, Goldman explicity acknowledges the problem in the fund's literature and says it will take action to avoid this.

Mr Jeancourt-Galignani says it

has also developed a respect-

Nevertheless, on the interna-

"Gartmore settles our prob-

lems in asset management, so we do not need to make any

further acquisitions in that

sector. Will we do something in corporate finance? I do not

know," Mr Jeancourt-Galig-

nani said recently.

He still believes the philoso-

phy behind his approach to Morgan Grenfell, of creating a

leading European merchant

bank to compete with the big

US and Japanese investment

banks in the years to come,

was correct. Though respectful of Barclays' beginning with BZW, and open-minded over

whether Deutsche Bank will

work well with Morgan Gren-fell, Mr Jeancourt-Galignani believes there will always be

George Graham

an advantage for specialists.

tional scale, corporate finance

still seems the weakest leg of

able operation in London.

Indosuez's businesses.

Its most important move in the 1980s, was its movement from New York on to the global stage, where again its record is strong.

It was quick off the mark into international takeover

work, and while UK rivals accuse its bankers of having more bluster than substance, it has executed impressive deals.

Martin Dickson

SCHRODERS

MERCHANT bankers are unusually coy about disclosing how much their corporate finance departments earn, and Schroders is no exception. Yet, along with S.G. Warburg, it earns more from corporate finance than any other leading UK merchant bank. Its premier rating, in a notorlously cyclical business, is reflected in the fact that its shares normally yield less than half those of Warburg, considered by many as the pre-eminent London merchant bank.

This has not always been so. The reputations of corporate finance firms can rise and fall with extraordinary rapidity, and Schroders went through a bad patch in the early 1980s. The group, which dates back to 1804, had become rather complacent, and began to lose cli-ents as its reputation took a nosedive. It pulled itself together reasonably quickly, but the experience has not been forgotten. "We all learned that reputations are quite shortlived", says David Challen, who, along with Derek Nether-ton, runs Schroders' UK corporate finance team.

Schroders is unusual in that it is neither a niche player, like Lazards, nor is it trying to be a big integrated house like War-burg, BZW or Kleinwort Benson. However, corporate finance teams tend to thrive when the merchant bank has a good deal-maker in charge, and Schroders' chief executive, Win Bischoff, was until recently the group managing director in

charge of corporate finance. The pecking order in the various corporate finance league tables is forever changing, but generally Schroders tends to be found among the top three UK houses and it normally is on one side or the other of most of the big deals. Siemens/GEC bid for Plessey, British Aerospace's acquisition of Rover, the £2.6bn takeover of Rowntree, and BP's £2.5bn purchase of Britoil are among the more famous. In 1986 it represented Han-

son in its £2.7bn acquisition of Imperial and last year it found itself on the other side of the table when Hanson paid £3.5bn for one of its clients, Consolidated Gold Fields. It does not like to be tagged as a bank companies should turn to just when they face unwelcome takeovers. Nevertheless, its record in this area is second to none. Between 1986 and 1989. 11 out of the 18 companies

Schroders defended retained their independence. Last year

the tally was five out of six. However, Schroders has not been immune to the marked slowdown in corporate finance business, particularly in the UK and the US. In 1988 it was involved in 175 transactions totalling \$50bn. Last year the number of deals slipped to around 150 and the value fell. The group still enjoyed record revenues, but this was helped considerably by the £5.2bn pri-vatisation of the UK water industry, where Schroders was

the Government's lead adviser. But privatisation work is erratic, margins are low, and although Schroders has been involved in deals such as this year's £599m demerger of year's £393m flotation of Hays. the issuing business remains surprisingly slack. In common with other UK merchant banks, it is under pressure to find new sources of business for its 100-strong team of corpo rate finance professionals.
One sign that Schroders is

overhauling its dealmaking machinery is in Adam Broadbent's move to New York. He recently took over from Win Bischoff as group managing director of corporate finance, and has also become a managing director of Wertheim Schroder, the group's US affiliate. Schroders admits it is still experimenting, but it is a sign that it may be beginning to organise its corporate finance business on a global basis.

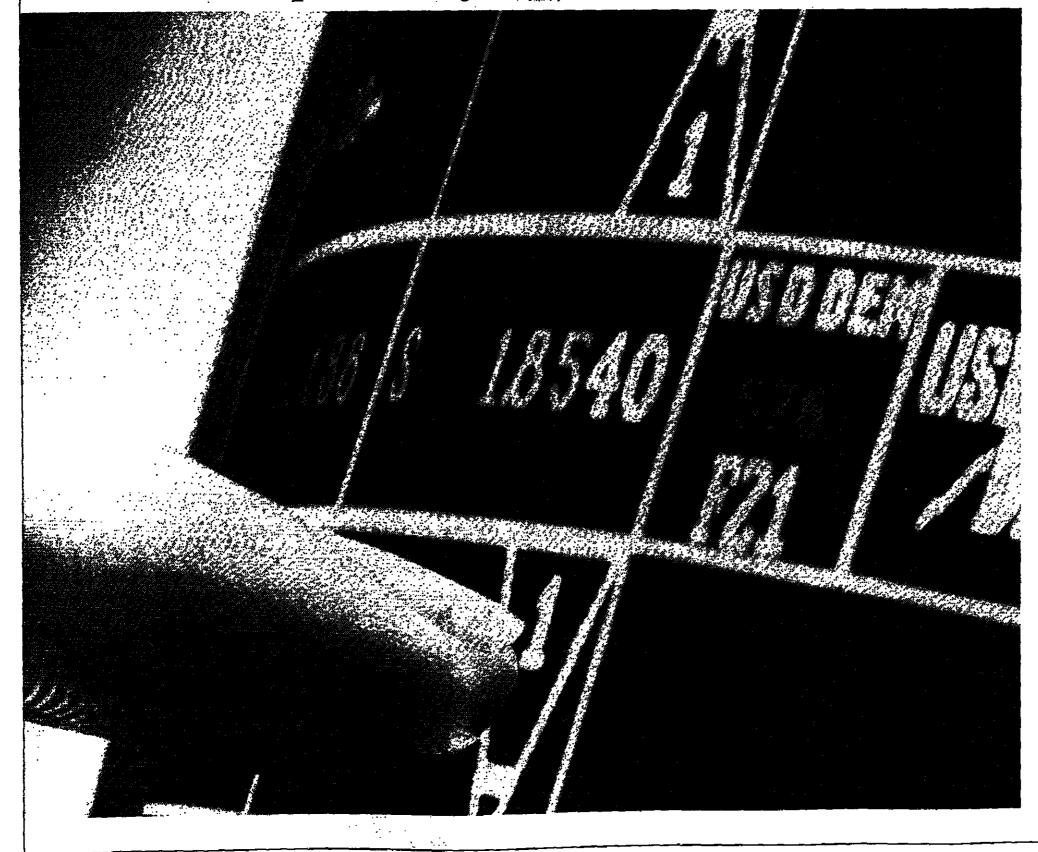
Japan is a market where it has had some success. Unlike some of its rivals, it has not felt it necessary to win business by joining forces with a local institution, although Mit-subishi Trust Bank, has recently bought a small stake in Wertheim Schroder.

"What gets you known in markets is doing transactions, and we are visibly doing the deals, says David Challen. He instances Nippon Seiko's £203m acquisition of United Precision Industries — the big-gest Japanese takeover of a UK firm — to support Schroders' claim to be the leading adviser in Japan/Europe M&A work.

However, the flow of Japa-nese deals has not been as great as many expected, and this year's sharp drop in the Tokyo stock market has not helped. Consequently, it is Continental Europe which holds the greatest potential for Schroders' dealmakers.

William Hali

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the junk bond market.

The agencies received fur-

ther adverse publicity when Moody's and Standard & Poors

downgraded Citicorp, the US

commercial bank, affecting

some \$30bn of debt securities.

In this case, the fact that they

reached different ratings and

that Duff & Phelps maintained

its AA- rating undermined the

coherence of the moves. Nevertheless, borrowers, par-

ticularly corporate borrowers,

cannot tap the international

capital markets without a

credit rating from one or both of the leading international agencies. Indeed, the increased

concern among lenders had led to the syndicated bank credits

market becoming more like the

The best credits can still

achieve very competitive terms, but many second-tier

borrowers have experienced

difficulties raising funds. Lenders seem willing to take on

conservative business from

blue-chip companies, but cor-

porate financiers in general are

demonstrating an aversion to

debt-reliant growth strategies.

The slower pace of hostile takeover activity is just one

international bond market.

An overdue return to sanity

CREDIT analysis has long been the backbone of corporate debt finance, but in recent years it played a reduced role. Now, amid the sudden rash of corporate defaults and the apparent eclipse of the highly-leveraged market, it is making a come-

In the US, more than in Europe, what pushed credit analysis into the background was the extraordinary flourishing in the second half of the 1980s of leveraged debt financ-ing. A tendency emerged for conservative credit committees to fall silent in the face of enthusiasm among more senior bank managers for deals which appeared to offer the prospect of easy, large returns.

market boomed. But as the rate of defaults in the US began to increase alarmingly, culminating in some highly. publicised and embarrassing failures, there was a perceptible trend towards both tighter credit and tighter credit analy-

Although it would be an exaggeration to describe a severe world-wide credit crunch as a result of the down-turn in spectacular credit growth that spawned the M&A boom in the US and UK and the share price and real estate booms in Japan, credit is now more carefully disbursed than at the height of the boom.

The move towards tighter credit analysis was led by the international credit-rating agencies, but spurred partly by the companies which pay their fees and wanted to differentiate themselves from the failing credits in the wider debt mar-

For some banks, the resurgence of traditional credit analysis represented a long-overdue return to sanity. The more doubtful corporate finance departments had anyway refused to participate in some of the most highly-leveraged

But it took considerable courage to remain consistent in a market which imposed a high degree of performance

we would look at the projected cashflows in, say, a management buy-out, and our own figures and assumptions would be totally different. It wasn't that we were being deliberately pessimistic, we were just being realistic." was the comment of one corporate finance officer.

That highlights another trend in the market - arranging banks had become used to having their assumptions largely taken as read. There was no wide tendency for invitees to question projections and bankers who did so were often given a rough ride by the

arranger.

Banks are suddenly more willing to rock the boat. The availability of commercial software packages allowing very sophisticated credit analysis has eased the pain of number-crunching and allowed lenders limits more clearly.

14





we were comfortable going into the deal, but it still took some persuading to convince our managers that we shouldn't," said one banker who managed to avoid the controversial Magnet management buy-out in the

Inevitably, greater concentration on credit analysis has given a new emphasis to the role of the debt-rating agen-

Against a background of rising defaults and the deteriora-tion in the creditworthiness of many lending banks, the agencies responded to greater pres-sure to make accurate and

more timely judgements.

That they responded with alacrity is evident in the sheer volume of rating information now available. The five accredited US agencies - Standard &

corporations overcome

their long-standing wariness of

commodity prices.

ing marking a key psychologi-cal turning point in the percep-tion of credit risk caused by Poors, Moody's Investors Service, Fitch Investors Service, Duff & Phelps and Macarthy, Crisanti & Maffei - put out an enormous weight of publications alerting investors to an array of sectoral and interna-

tional trends. In addition, specialist agencies like IBCA which reviews ratings of worldwide financial institutions, have found a growing audience for their wares. Recently, however, the agen-

cies have come under a pressure of their own. They have been accused of credit judge-ments that have an eye towards headlines rather than objectivity, despite their vigor-ous denials that this might be A good example was Moody's

downgrading of RJR Nabisco pay-in-kind junk bonds in Jan-uary, a decision which changed the attitude of investors to the entire junk bond market. RJR's debt was drastically affected, losing 20 points of value in two Moody's was criticised for

making a credit statement about the whole junk market that was perversely at odds with the credit outlook for RJR Nabisco, even though that single borrower dominated the Critics said that the company's programme of asset sales was going better than

symptom of this phenomenon. In addition, the higher prices on leveraged buy-outs by specially-created companies appear not to hold the attracexpected and that its credit profile was actually improving. Moody's negative sign needlessly upset the market. In retrospect, however, Moody's has been vindicated, its downgradStephen Fidler assesses senior debt and mezzanine finance

Sharp drop in appetite of international banks

APPETITE international banks for senior debt in mergers and acquisitions has dropped considerably over the past year. Across a broad front, banks perceive higher risks in this type of lending than they did a year or two ago.

It remains possible to use debt in such transactions but banks now only seem willing to consider conservatively-financed transactions put together preferably by blue-chip companies. On both fronts, high-priced leveraged buy-outs by special purpose companies would appear to be acceptable only in exceptional circumstances

For the best-known compa nies, however, it still remains ossible to raise funds at high-y-aggressive interest rate margins. The market for syndicated bank credits has become more like the bond markets: the best credits can almost name their own terms, while many second-tier borrowers have difficulty raising finance

at any price. The reason for this has been a widespread questioning by many banks of the reasons to lend to such borrowers. This has had an impact on many bank lenders in continental Europe as well as on Japanese

Japanese banks face their own special constraints, born in part out of the tougher environment they face at home and in part because of their poor experience on many existing

The weakness this year of the Japanese asset markets has reduced their banks' ability to raise cheap capital and raised

worries about the quality of their assets - in the area, for example, of real estate lending. Write-offs of loans to lesser-developed countries has accentuated the pressure on capital.
All this reflects, if not a world-wide credit crunch. a

reversal of the spectacular in the corporate lending mar-

earlier this year, bringing about an increasing concern among lenders about credit That reaction is not only

reflected in a growing unwillingness of banks to lend for transactions seen as speculative or highly-leveraged, but also a growing aversion for companies to risk their own future by taking on debt. Although a handful of the

main arranging banks have certainly lowered their profile

Banks are reassessing credit strategies at a time when some companies are going into technical breach of their lending covenants

credit growth that spawned the M&A boom in the US and UK and the land and stock price boom in Japan.

One element of this has been growing awareness reflected in the rise in long-term interest rates in most industrialised countries over the last year - that there is a worldwide shortage of savings and that the demand for these savings has - particularly with the emergence of

eastern Europe - increased.

The reaction to what in retrospect was a period of excess has now set in, reflected in the demise of the US junk bond market and the sharp correcket, the real impact has fol-lowed from the change in behaviour of a lot of smaller banks. These banks provided the underpinning for many aggressively-priced deals in the

Now some of these deals have hit credit problems, and the smaller banks are finding themselves too far down the pecking order to gain any business from the relationships with the corporate borrowers. This has hit the climate for general syndication of transac-

It is not only in the M&A area that heightened caution among banks is becoming

of the options market when

when some companies, car-tainly in the UK, are going into technical breach of their lending covenants. These cove. nants, covering ratios such as debt to equity or interest cover to cash flow, can often be eas. waived, but not if a bank decides it is an opportunity to withdraw from a syndicate. This has thrown up some of the drawbacks of the syndica. tion process - the need for

credit strategies at a time

unanimity among lenders, it has prompted some companies for example RT2 - to arrange their own credits bliaterally with a large number of banks. In other examples, banks have swallowed an entire credit that previously would have been syndicated

among a small group of banks in so-called club deals. Given the reassessment of senior debt, it would be natural to assume that mezzanine debt - a layer of obligations rank. ing between the senior debt and equity - had fallen com-pletely from fayour. However,

this is only partly true.

Certainly, the appetite from banks to commit large sums to mezzanine debt has shounk considerably. Banks, though, are not the only provident on such loans. Specialist merca nine funds and other lenders with balance sheets less lever aged than banks - for exam ple, subsidiaries of Prudential nsurance of the US and General Electric Credit Corporation - remain as potential

sources of such finance. None the less, the amount of mezzanine debt that can be built into such transactions will be significantly below the peak reached in the Isosceles takeover of the Gateway supermarkets group, which incorporates £375m of mezzanine. The ill-starred leveraged buy-out of the Magnet group incorporated £190m of such debt. The emphasis in the UK, where the mezzanine market grew first and fastest, also seems to have switched more towards coutinental Europe amid the expec-ted continuation of corporate restructurings as Europe moves towards the single mar-ket in 1992.

appear not to not the attractions of a few months ago. It seems that only exceptional circumstances will allow any of these deals to go ahead. **Deborah Hargreaves** on derivative products

Europe's wariness eases

kets they are increasingly looking to derivatives as a way of improving turnover as well hedging risk. While companies have traditionally turned to derivatives to hedge currency risk, they are looking more and panies are much more sophistimore at using the markets to protect them from changing cated about using forward for-eign exchange contracts and more recently, currency options, to manage their cur-rency exposure while US corpointerest rates and fluctuating European companies have

been more suspicious of using derivative products than their US counterparts. Corporate finance advisers attribute this reluctance to the relative youth of the treasurer function in Europe where finance directors have usually come from a financial accounting back-ground rather than having swap market in the same way that US corporations have

In addition, US companies have long been familiar with a variety of different markets for raising funds from the short-term commercial paper market to medium-term notes and longer-maturing Treasury bonds. However, this is changing as European companies extend their use of different financing methods.

Mr Mark Sullivan, senior director at Continental Bank's risk management group in London, advises corporate cli-

rations are more active in interest rate hedging. Interest rate management is particularly important in today's environment where high interest rates are crip-pling many UK companies. interest rates have encouraged many UK compa-nies to start looking at hedging their risk with some fixed rate exposure gained through the

The market for interest rate swaps is one of the most innovative financial instruments to be developed in recent years. It has grown from its modest beginnings at the start of the 1980s into a \$1,900bn business today as its use has spread into the most conservative US com-

UK companies are increasingly taking the view of their overall look at their interest

rate exposure in an effort to divide their risk between fixed and floating rates. They can do this by making a swap - usu-ally with a bank - out of a floating interest rate on part of their debt into a fixed rate.

What the more sophisticated corporations are doing is to protect themselves from a further rise in interest rates as well as gaining some benefit from a fall in rates by using an innovative combination of derivative instruments. This strategy is called a col-

lar and involves buying a cap from a bank that would lock in a fixed rate of interest payment at 15.5 per cent - for example so that if interest rates rise the company would not pay a higher rate than 15.5 per cent. At the same time, it could sell a floor at 12 per cent. The sale of the floor would pay for buy-ing the cap, but if interest rates were to fall below 12 per cent, the company would be stuck paying 12 per cent to the bank for the length of its swap. Nevertheless, the collar described would be a way of

so that a company never paid a rate higher than 15.5 per cent per cent - for the life of the swap. In essence, the swap market gives companies a chance of betting on which way interest rates may move. European companies have

made a lot more use of the opportunities available for hedging their currency risk since they have been more exposed to the fluctuating grobance with a fluctuating exchange rates of different currencies. This is a procedure that US companies are just

beginning to learn. In Continental Bank's Journal of Applied Corporate Finance. Merck & Co, the world's largest pharmaceuti-cals company which is based in the US, describes its moves to hedge currency exposure in the approximately 40 currencies in which it receives its revenues.

The company found that the need to hedge against exchange rate volatility was pressing since 52 per cent of its sales come from overseas with nearly half of its assets located outside the US. In the absence of a hedge against its exposure, Merck was finding exchange rate fluctuations were affecting its ability to carry out its strategic plan which involved continuous expenditure on

search and development. In the end, the company options rather than forward contracts, foreign currency debt and currency swaps since options gave it the chance to benefit from a weaker as well as a stronger dollar. Merck developed a computer plan for managing currency exposure that involved a partial hedge

for several years using long-term options to protect cash flow. Merck decided to use a fairly straightforward currency hedge which will act as a kind of insurance policy against wild exchange rate fluctua-

Commodity hedges is an area which has been growing in popularity and accessibility in the past six months as smaller companies have looked to cut their risk which they would previously have done nothing about. Mr Sullivan at Continental Bank says the bank is now offering over-the-counter hedges which provide long-term protection from changing commodity

Mr Sullivan says that many UK companies have traditionally thought of hedging as a way of "getting it right or getting it wrong", when they look back at their past action in the markets. However, he says, the process should be thought through a lot more carefully than that, since timing is the

ing decision. But, aside from long-term hedging and risk managem several innovative companies have made a lot of money out

they are in the process of pre-paring a takeover bid. If a company is buying stock in the market in advance of making a bid, it can supplement its income by writing as many put options — options to sell the stock — as it can, as long as it fixes a price below the bid price. This means it can add the payment it receives for the premiums on the options it sells to offset part of the cost of a takeover bid. However, there is a draw-

back in using the options mar-ket too widely in this respect since this sort of activity in options is tantamount to declaring an intention to make

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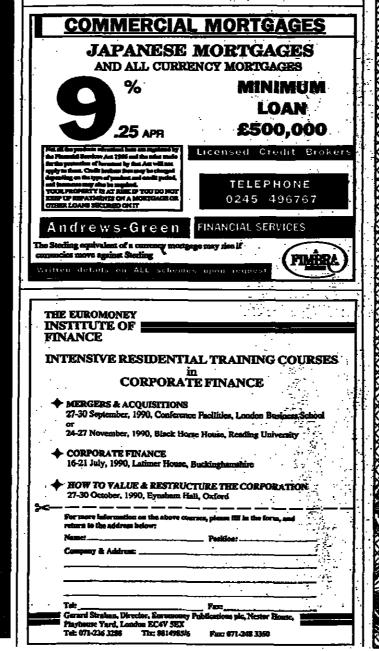
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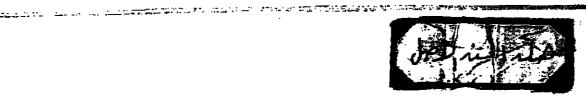
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Janet Bush on the outlook for junk bonds

Only the very brave or foolhardy will invest again

THERE is virtually no sign that the high-yield junk bond market has begun to recover from the succession of catastrophic bouts of selling over the past nine months and there are numerous reasons which suggest that it will be a long time until it does.

Since its peak value of an estimated \$220bn, the junk bond market has shrunk dramatically. It is extremely difficult to get accurate values for the market now, partly because many issues are illiq-uid and have seen virtually no trading since the market first collapsed last September, but estimates suggest that it is now worth only between \$120bn and \$160bn.

New issuance of junk bonds in the public market has slowed down to a trickle. According to figures provided by Securities Data Co, only four new junk issues have come to market with a total value of \$38m compared with 46 issues totalling \$11.35bn in

the same period last year.
While there has been a great deal of talk about new, non-traditional junk buyers coming into the market, this has been small-scale and nowhere near enough to counteract the con-tinued selling by thrifts, insur-ance companies and mutual

About the only area where any activity has surfaced has been in the private placement market, once the traditional place to raise mezzanine financing for leveraged buy-outs and to raise funds for emerging, speculative companies who were not readily acceptable credits in public bond markets.

Most of the activity seen so far in the private placement market has involved the refinancing of bridge loans. It has been virtually impossible to convert these temporary loans into permanent financing through the issue of junk bonds in the public market but some relatively small issues are now being done in the private placement market. One recent example was a \$300m junk offering for Caldor, the largest high-yield issue to be done in the private market this

The advantage of the private can be negotiated directly with investors and structured spe-

SO THE JUNK BOND I SOLD YOU THENED OUT TO BE JUNK WHY THE SURPRUSE?

cifically to their requirements. However, according to one investment bank specialising in the private placement market, it is very rare to sell a junk bond issue without the inducement or protection of a slice of equity and investors are extremely selective. The private market is averse to

depressed prices. However, this does not bode

well for the market because some of the highest quality issues are being taken out of the public arena, leaving a rump of only the most speculative and in many cases trou-bled junk. Only companies which have a relatively healthy cash flow can afford to embark on these buy-back pro-

The leading, traditional buyers of junk bonds are out of the picture. Thrifts, the most enthusiastic members of Mr Michael Milken's Drezel Burn-Michael Milken's Drexel Burnham Lambert junk bond-buying network, have been mandated to dump all their
holdings by 1994. This means
that there will be steady selling pressure.

The Resolution Trust Corp,
set up to take control of troubled thrifts, is already the larg-

While there has been a great deal of talk about new, non-traditional junk buyers coming into the market, this has been small-scale and nowhere near enough to counteract the continued selling by thrifts, insurance companies and mutual funds

doing complex structures and some of the wilder forms of junk bonds such as Pay-in-Kind bonds which pay interest in more paper rather than

The public market is still severely depressed and faces numerous obstacles to even a partial recovery.
"The public market will

make some people some money from trading but I don't see any new public junk in the foreseeable future," said Mr Neil Powell, president of corporate finance boutique Shea Paschall & Powell.

"Some well-intentioned, well-structured deals which should be done won't be because the public market is too closely associated with the excesses of the 1990s. The private market will pick the ones it wants to do."

The only substantial source of buying comes from corporate junk issuers themselves who are in the process of "deleveraging" by buying back

est single holder of junk bonds in the US with an estimated \$3.7bn portfolio, a substantial supply overhang which is likely to get substantially

There is now a cloud hang ing over insurance companies the other main class of former iunk bond buyers. Unlike thrifts, most insurers have escaped having to value their junk portfolios to current mar ket prices which means that deeply-discounted holdings have not affected their capital position as gravely as with many thrifts

However, the National Association of Insurance Commis-sioners is taking steps to tighten up the rules. Last month, the Association came up with a new system for rat-ing bonds which is likely to mean that insurance companies have to raise their reserves. This could be extremely damaging from some companies with very large, deeply depressed junk

VENTURE CAPITAL INDUSTRY

More money than it can usefully invest

FLUSH with funds raised before management buy-outs fell out of favour the British venture capital industry began the 1990s with more money

than it could usefully invest.

British venture capital funds
raised a record £1.7bn in 1989, more than twice the amount in any previous year. Much of this money had been commit-ted by investors before rising interest rates and a downturn in consumer demand started to hit high-profile furniture and furnishings buy-outs such as MFI, Lowndes Queensway and Magnet in the middle of 1989.

There has been no slowdown in the volume of smaller, more-conservatively financed buy-outs but the larger, more speculative deals have been killed off by the economic slowdown. So, recent months have seen the venture capital industry casting round to find

new outlets for its money.
Some funds have decided to increase their commitment to early-stage and start-up finance - though such deals are time-consuming and tradi-tionally have absorbed only relatively small amounts of money. Britain's largest ven-ture capital group, 3i, plans to increase start-up spending from 260m in 1989 to more than £100m this year.

Other venture capitalists have responded by backing ambitious start-ups in low or no-technology areas of business. Electra Kingsway arranged a £25m initial financing package for Perequito Hotels which was launched earlier this year with the aim of establishing a chain of 30 mid-scale hotels.

Others have turned to financing buy ins - a derivative of the buy-out in which outside managers, rather than the incumbent management, take control. Buy ins are more difficult to put together than buy-outs because managers must be recruited, sometimes from well-paid, secure jobs, and put into a company with which they are not familiar. If the combination works then the returns are usually higher than buy-outs but the risks of failure are greater.

increasingly buy ins are being seen not as an end in themselves but as the first stage in the creation of inter-national networks of compa-

nies. Once the buy-in company has been shaken up, its manag-ers will undertake acquisitions designed to broaden the company's range or give it a

Europe-wide presence. For example, James Neill Holdings, a Sheffield-based tool-maker over which MMG Patricof, a British venture capi-tal firm, acquired control last year, has bought a West German company in the first of a planned series of European

At present venture capital statistics do not distinguish between buy-outs and buy-ins but in 1989 both types of deal

Recent months have seen the venture capital industry casting round to find outlets for its money

accounted for 61 per cent of the value of all investments made by members of the British Venture Capital Association and for 25 per cent of deals by num-ber. Both sets of figures represented an increase on 1988
when 56 per cent of funds and
21 per cent of deals by number
involved buy-outs or buy-ins.
Start-ups and other early-

stage investments by the asso-ciation's 124 members also increased last year, accounting for 15 per cent of the sums invested (10 per cent in 1988) invested (10 per cent in 1988) and 39 per cent of deals by number (28 per cent). With early stage deals and buy-outs/ buy-ins increasing their share of venture capital activity, this led to a contraction of the share of "expansion investments" from 31 per cent of investments by value to 22 per cent and from 47 per cent of deals by number to 35 per cent. The continuing dominance of the industry's statistics by buy-outs and buy-ins partly reflects the growing impor-

reflects the growing impor-tance of buy-ins as a distinct category. The 1989 figures also category. The 1989 figures also still reflect the high levels of buy-out activity in the early part of the year with the impact of the decline in the number of large buy-outs only showing through in 1990.

As part of their search for new sources of deals many venture capital funds in London and the south-east of

activity in other regions. Some have established local offices in the north and the Midlands while others have increased in regionally-based funds. Most spectacular was the increase in activity in Scotland which accounted for 15 per cent of all investments by value last year compared with just 6 per cent

the year before. Even more important has been the increasing internationalisation of the UK funds, in both the sourcing of their finance and the targeting of their investments.

their investments.
For example, Electra Investment Trust completed the raising of a £486m fund – known as Electra Private Equity Part-ners - in February. Other investors in this fund included Crédit Commercial de France, General Electric Pension Trust of the US and The Industrial Bank of Japan. This fund will invest throughout Europe in large-scale development capital ventures, corporate restructur-

ings, privatisations, buy-outs and buy-ins. and duy-ins.

Globe Investment Trust, meanwhile, is attempting to raise a Ecu 200m-300m (2150m-2200m) fund jointly with Cie Financière de Suez, a French financial group, and Mercapital, a Spanish investment bank although Globe is fight.

bank, although Globe is fighting a hostile takeover bid.

Japan has proved a powerful magnet for UK-based funds despite the relative infancy of venture capital in that coun-try. 3i announced in April that it had established a link with The Industrial Bank of Japan to form a venture capital company in Japan. In the same month Schroder Ventures com-pleted the raising of £27.5m for its second Japanese venture

ts second Japanese venture capital fund.
The more entrepreneurial venture capitalists are responding to changing market conditions in a variety of ways. The less innovative funds may find it barder to diversify and sea it harder to diversify and continue to provide the returns expected by their investors. For those funds which are unable to re-define their role the answer may lie in mergers with more active partners or a quiet withdrawal from the ven-

ture capital scene

Deborah Hargreaves looks at the international equity market

Growth expected in Europe

"WE SPEND some time debating whether we have a global equity market or a lot of domestic markets working together and becoming more international in their outlook," says Mr Michael Watson, executive director for equity new issues at Daiwa in London, "I suspect it's the latter."

exceed previous records and 1990 is likely to see more and tough time amid the turbulent more distressed junk in the In the days before Drexel Burnham Lambert collapsed, companies could buy time by arranging exchange offers in still controlled by conditions in which bondholders were per-suaded to accept less attractive the domestic market.
The international equity

terms on their paper to avoid default or bankruptcy. But a court ruling in January means that exchange offers ary means that exchange offers are probably a thing of the past. The judge said that bondholders who had agreed to a swap would only recover the lower value of the securities they received if the company filed for bankruptcy. Without the buffer of the exchange offer, companies who cannot pay their interest will quickly resort to the protection of the bankruptcy court.

bankruptcy court.

At the most fundamental level, the junk bond market is likely to suffer for a long time from the backlash against debt-financed hostile take overs. Commercial banks bur dened with troubled loans for alded a difficult period for highly-leveraged transactions have become much more cantious about lending for this purpose so interim financing will be much more difficult to

come by.
Investors, promised stellar yields which far outweighed their risk, have been badly burned and only the very brav est - or foolhardy - will invest in junk again.

bond holdings.
On top of this dearth of buy

ers is the prospect of many more defaults of companies

who cannot pay the interest or

their piles of junk debt. Defaults are expected to far

The nascent international equity market has faced a stock market activity so far this year. Truly global stock issues have been few and far between and the pricing and size of international issues are

market grew on the back of the bull market in the early 1980s when a variety of companies with overseas ambitions saw it as a quick way to raise cash. In the euphoria that dominated stock markets ahead of the 1987 crash, foreign investors would buy virtually anything. The market was brought up sharply by Black Monday

when investors around the world shed their international holdings as quickly as they could. In the chastened climate that followed the crash, new issues of international equities dropped from \$8.8bn in the third quarter of 1987 to \$1.3bn in the fourth, according to the Bank of England.
The stock market crash her-

international equity offerings and activity was depressed throughout the following year. The market did not begin to show signs of a pick-up until last year when the primary market reached a level of \$14.9bn – although this was will below the 1937 level. still below the 1987 level.

A review in the Bank of England quarterly bulletin sug-gests the crash did not reverse

a long-term trend towards international portfolio diversification and increased issues of international equity. While this remains the case, companies are much more interested in making international equity placements when their own

stock markets are buoyant. The fact that stock markets around the world rose for most of last year was a key reason for the improvement in the international equity market, the Bank of England points out. At the same time, the increase in the number of pri-vatisations last year boosted international equity issuance.

The recovery in the new issue market has been slowed by the volatility that has affected world stock markets - particularly Japan - in the first half of this year. Japanese investors were keen enough to buy anything European while their own market was healthy - manifested by their passion for single country funds - but bailed out amid the uncer-tainty in Tokyo early this year. The early part of this year has been characterised by a

steady flow of medium-sized issues out of the US where companies have been more leveraged through the 1980s and are more prepared to issue equity at prevailing prices that companies in other parts of the

world may feel are too low. But there are signs that European companies are again looking at issuing equity on the international market. The issue of 4m B shares by Atlas Copco, the Swedish heavy equipment maker, in late May continued the interest felt by Scandinavian companies in overseas share placements. Kvaerner, the Norwegian mechanical engineering firm, raised NKrlbn earlier in the year and Huhtemaki, the Finnish confectionery and pharmaceuticals firm is considering an

Atlas Conco which raised

£125m with its offering, placed 20-25 per cent of the shares in the US as the first placement of equity in the newly-liberalised professional market created by the Securities and Exchange Commission with its rule 144a amendments. The private placement rules make it much easier for medium-sized European companies to include the US as part of an international share offering since they will not have to adhere to the onerous SEC registration

requirements.
A similar development took place in Japan when Daiwa pioneered the concept of a Pub-lic offering without a listing (Powl) in a bid to sell UK water shares in the country. Before Tokyo's recent bout of severe volatility, Japanese brokerage houses saw a lot of interest among small to medium-sized European companies - those that were not interested in the visibility of a Tokyo listing -in making a Powl.

So far four Powl issues have been made: Coastal Corp. the US oil explorer, raised \$86m in October last year which was followed by the privatisation of the UK water companies which raised \$380m. In December, Polygram, the record company, part-owned by Philips of the Netherlands, placed stock worth FL189m and Maxwell Communications raised £70m.

The difficulties for an issuer in taking one of these less visi ble placement routes is that the shares may flow back fairly swiftly to the home market. This would negate one of the prime aims of making an international offering which is a bid to broaden a companies' inves-

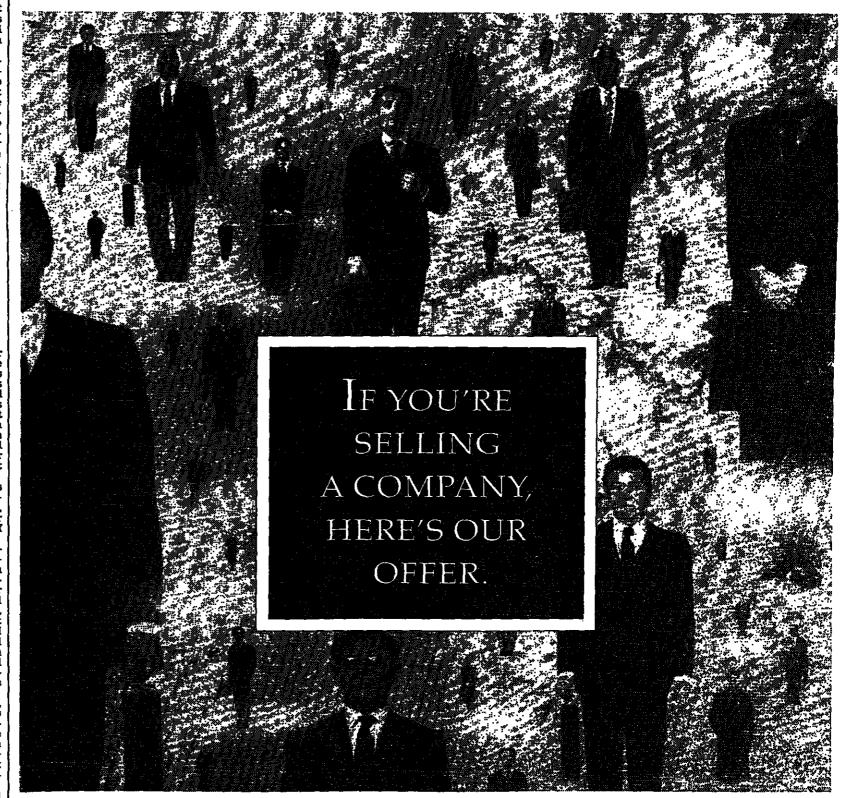
Flowback has always been problem for companies considering an international equity placement and it highlights the need to make adequate preparations for a share offering. In today's chastened climate, the easiest shares to sell are those that have a story attached to them and are easily understood in the country where they are being placed. Companies plan-ning an offering are advised to put a lot of effort into roadshows and marketing in a bid

abroad At the same time, the more difficult market conditions have encouraged underwriters to change the way they struc-ture syndication of interna-tional equity issues. In the past, flexible syndication methods meant that underwriters could sell their shares anywhere, allowing equities to flow where demand was greatest. This resulted in many shares ending up with large institutional investors in Lon-

to make themselves known

increasingly, placements are based on the "ring fence" method whereby the lead manager of an issue organises a syndicate for each region or market in which shares are to manager more control over placement since syndicate members are not allowed to sell their allocation of shares outside the country or area alloted to them.

Although the international equity market faced some diffi-culties early this year, there is no reason to write it off. In fact, it is likely to experience strong growth in Europe in the run-up to the single market in 1992 although the strength of the international market will continue to be tied to buoyancy in domestic markets.



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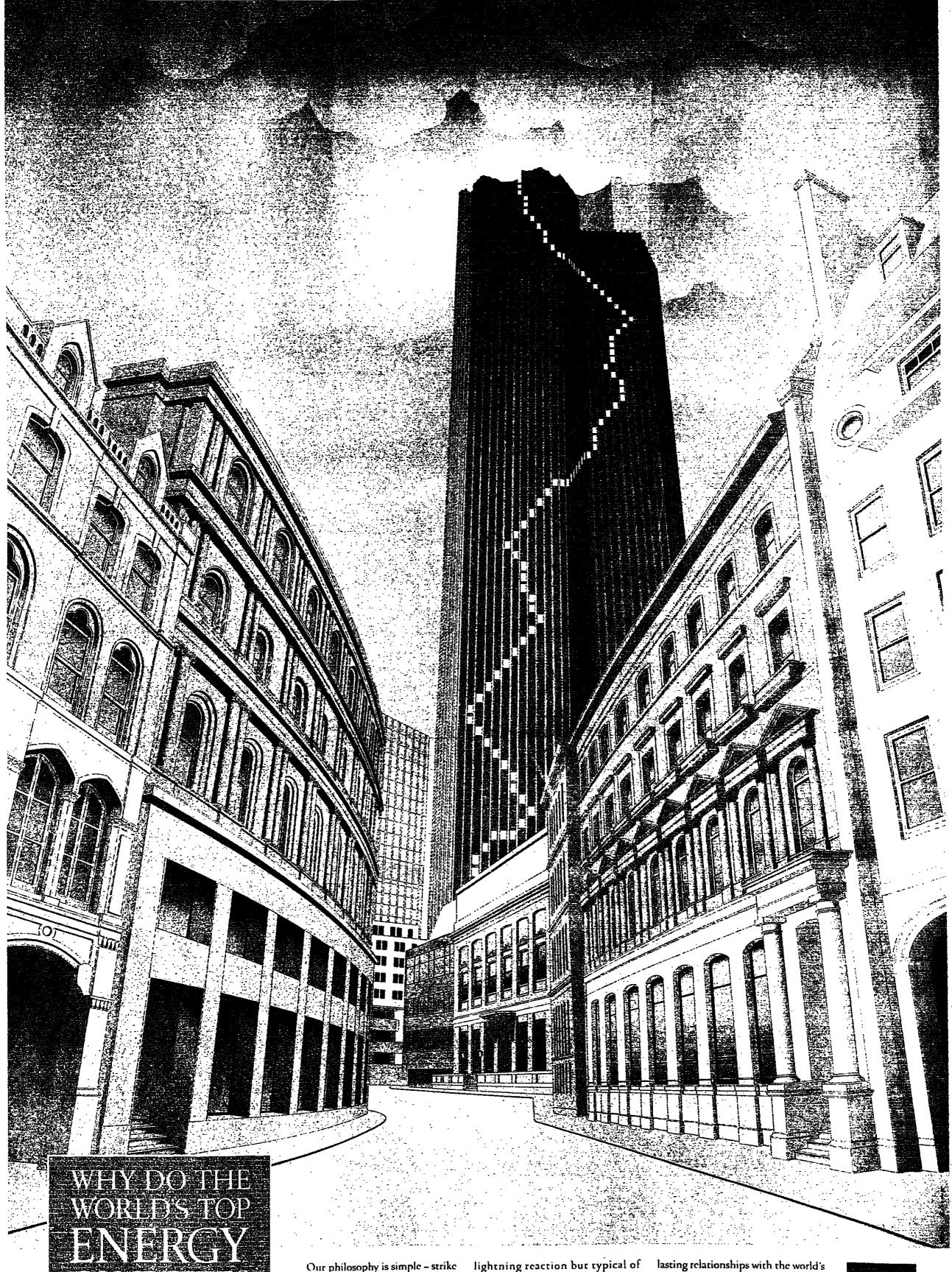
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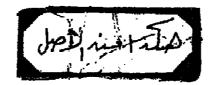
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FINANCIAL TIMES SURVEY

BELGIUM

starts to get a little nimbler Page 4

SECTION IV

on his feet Page 2

EMS move shows "sick

man of Europe" is back

Monday, June 18, 1990



The Grand Place, Brussels



As tensions between the country's two main language groups have eased,

Belgium has enjoyed political stability in the past couple of years. But, writes Tim Dickson,

worries about the burden of its unreformed public sector and high level of indebtedness persist

A new sense of stability

dubbed Europe's "lucky coun-

Crossroads of the common market, host to the European Community's main political institutions, this nation of 10m inhabitants has attracted wealth and investment in the last few years out of all propor-tion to its modest size.

The original "lucky country"

- Australia - became prosperous by digging minerals from the ground. Geography, not geology, is suddenly mak-ing the Belgian people enviably

To suggest that there has not at the same time been indi-vidual effort and sacrifice would of course be ridiculous in the light of the impressive economic transformation and much improved international competitiveness which Bel-gium has achieved in the last

Some sections of society, moreover, are missing out on the bonanza. Recent strikes in the public sector, notably by teachers in the French-speak-ing areas of Wallonia and Brus-, are a timely reminder that the fruits of success are not

the "1992 effect" - lavish com-mercial and residential developments in Brussels are among its most visible manifestations is playing an important part. Most of the main eco-nomic indicators are looking

good, linguistic squabbles no longer dominate the political agenda, and even the embarrassing constitutional crisis over abortion which saw King Baudouin stepping off his throne for a day seems to have passed without serious reper-

Looking ahead, though, Belgium still faces a number of uncertainties: economic and political problems that have yet to be resolved.

• Can the huge burden of bublic debt accumulated in the 1970s and early 1980s — at between 120 and 130 per cent of GNP the country's biggest structural impediment — ever be cut to more normal levels?

It is country's bloated and Is the country's bloated and inefficient public sector capable of reform in time to meet the competitive pressures of the single European market?

And where is the path of federalism finally leading this

culturally divided country?

Not the least of the changes wrought by the centre-left coalition of Mr Wilfried Marbeing evenly distributed.
Overall, however, Belgium seems to be blossoming and

tens - his eighth government in an almost unbroken run of 11 years at the top - is a marked "cooling" of community passions. Two years ago when the 54-year-old Prime Minister was sworn in, ten-sions between Flemish and Francophone were still running high, exacerbated by the unsettling antics of a village

mayor.

Today no major linguistic disputes threaten the five-party coalition. Indeed, now that the controversial abortion legisla-tion is safely out of the way – an issue which touched on Bel-gium's other "fault line", that between Catholics and non-catholics are the present four Detween Catholics and non-Catholics — the present Gov-ernment stands a good chance of surviving its full term until the end of next year.

This new sense of stability can be attributed largely to the state reforms introduced last year, which annear to have

year, which appear to have taken the sting out of Bel-gium's linguistic rivalries. Fol-lowing on from the first tentalowing on from the first tenta-tive steps towards a decentralised political system in 1970 and 1980, a wide range of new competences and 40 per cent of the country's budget were attributed to the regional governments (and communities), with Brussels achieving the status of a proper region for the first time.

The process has transformed a unitary state which was always predominantly Franco-phone into a country whose distinct and increasingly assertive Flemish population can control its own destiny. How much further decentral-

isation has to go is one of Bel-gium's big imponderables. No-one much expects the promised third stage of the current reforms to be com-pleted until well after the next elections — but when it is finally tackled the issue may not just be what to do about the Senate but whether other competences (eg social security) should be handed over to the regions. Federal Belgium will take

natives as well as foreigners some years yet to fathom and to some it seems a wasteful extravagance. Against the costs of having an extra administrative tier in an already overbureaucratic country, however, the budget implica-tions of regional responsibility

should not be forgotten. Before last year public

by the need to match investments in one part of the country with equivalent expendi-ture in the other. It is no accident that because Flanders and Wallonia must now look after themselves, the Flemish Government has finally closed the loss-making Kempen coal-mines, while the Francophone Community (responsible for running education in Wallonia and much of Brussels) is cur-rently taking a tougher line than previous education ministers would have done with the

ters would have done with the striking teachers.

The legacy of the spending needed to keep the peace between North and South can be seen today in a vast BF7,000bn pool of public debt—the major blot on Belgium's

economic landscape.

Most of the other important economic indicators, by contrast, are encouraging, ending the decade in a better position than the relevant EC averages. GNP growth advanced more than 4 per cent in 1988 and 1989 - spurred by strong export demand, revived consumer spending and healthy levels of investment in housing by individuals and in fixed capital by

control - though the rise from 1.2 per cent in 1988 to 3.1 per cent in 1989 caused some anxietles - while the current account surplus on the balance of payments according to the National Bank rose by BF20bn

to BF150bn last year (more than 2 per cent of GNP).

Unemployment fell in 1989 when the private sector created 46,000 jobs, 5,000 of them in industry, but the rate remains high by international if not by EC standards. An International Monetary Fund report last month pointed to structural weaknesses" in the labour market, and criticised
"a deficiency in training
efforts" and "the open-ended nature of unemployment com-

pensation.

The biggest short-term challenge for Mr Martens is whether he and his ministers can find the BF70bn to BF80bn of public spending cuts required to keep the 1991 bud-get deficit below this year's target (a political commitment

made when the Government was formed). Achieving this will be important for the financial markets, which still need assurances that Belgium is serious about melting away the dreaded "snowball effect" (the phenomenon whereby extra borrowings have to be raised simply to pay off the interest on existing debts). Reaction to last month's

announcement that the National Bank intends to reinforce its strong currency policy by more closely shadowing the D-Mark inside the European Monetary System has so far been positive – but any per-ceived weakness in next month's budget negotiations will risk undermining Belgium's hard-fought battle for

credibility.

The debt problems - "We'll The debt problems - "We'll need 15 years of redressment - it's a terrible lesson," says Mr Martens - are not making preparations for 1992 any easier. This is most notable in the area of tax reform where some steps have been taken to ease the burden on companies and individuals but where the scope for manoeuvre is limited, especially with tax receipts rising more slowly than GNP.

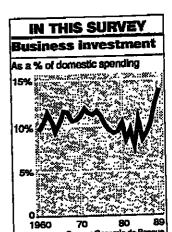
Foreign companies and expanies.

triates enjoy considerable privileges – but the result is that locals who do not join in the national sport of tax "avoision" bear the brunt.

Belgium's public sector, meanwhile, is badly in need of a shake-up. It is getting it to some extent via legislation to make such public enterprises as the heavily criticised telephone monopoly more responphone monopoly more responsive to market pressures – but the feeling remains that public servants are too numerous and (particularly at the top) hadly underpaid. This is a legacy of the late 1970s and the first half of the 1980s when the rise in public sector employment compensated for half the job losses

in the private sector.

In a country where "social consensus" and "negotiated Socialism" are still alive – and where "privatisation" and "metaborism" are for most "Thatcherism" are for most people dirty words – the pros-pect of root-and-branch reform looks slim. It is Belgium's luck that, while growth remains strong and Brussels remains the centre of things, it does not



The phone system

Profile: Charles Picqué E Profile: vice premier Jean



Links with former colony:

■ The monarch

■ Key facts/Map

Tourists' Waterloo: 175th

Gabriel Bowman

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The message to international financial markets from this discreet but well-timed disclosure last month was that the "sick man of Europe" is firmly back

It seems willing and able to run a strong monetary policy and look his Dutch and West German neighbours confi-

Anchoring Beigium's economic and monetary policies to those of Bonn, via the narrow 2.25 band of the European Monetary System, has already helped shrink the inflation differential between the two countries from 4.5 percentage points at the end of 1982 to less than 1 percentage point last

It also narrowed the short term interest rate differential The economy is back on the rails, writes Tim Dickson

EMS move enhances BFr

from more than 6 per cent in 1984 to an average 1.7 per cent

By following the Dutch example, and keeping within a half-point margin of the strongest EMS currency, the hope in Brussels is that the "risk premium" which Belgium is forced to pay in short term interest rates can be further reduced in the medium term. The country's public debt of BF17,000bn explains why this

so important. Running at more than 130 per cent of GNP, it is a burden far higher than any endured by Belgium's main international

competitors. A high proportion of this debt is in short term borrowings so that interest charges and Government finances are highly sensitive to movements in short term rates.

Not for the first time the annual budget negotiations in July will be a crucial test of the Government's credibility with the financial markets. In order to stabilise public debt and reverse the "snowball effect" caused by new borrow ings being used to pay interest on existing loans, the present

a double straitjacket when it came to power in mid-1988. Firstly, public spending, with the exception of interest rates, was to be frozen in real

coalition agreed to work within

terms. Secondly, the annual budget deficit was not to exceed the nominal budget def-

icit of the previous year.

Applying the first "norm"
would mean a deficit of about Wage costs in

Belgium are generally

in line with the

country's leading competitors BFr470bn. Conforming with the second will involve an addi-

tional cut of BFr70bn in spending so as not to exceed the BFr405bn target for 1990. How this can be achieved; whether the Government will be prepared to make genuine economies; and whether the banks will be required to make some concessions on rescheduling are the forerunning political questions in Belgium at the

The third option is favoured by the Socialist parties in the coalition, although it is hardly calculated to help Belgium's credit rating.

Warnings have been sounded by the IMF, the OECD and in a recent bulletin from Générale de Banque that the 1991 budget negotiations will be difficult to resolve without touching the country's social security bud-

The project he is working on, he says has no name, but is

designed to breath new life

into Brussels as a financial

more important programme to make Belgium great once

rut that the stock exchange has been stuck into is the same

as that which effects the whole

country. Belgium, he says, has a prob-

lem with its image. The tele-phones do not work. The taxes

"Twenty years go we were one of the successful countries

problems than the others.

Europe. Now we have more

The political will is there to

do something about it, he says, but the real problem is to do something about the public

sector, which remains hope-lessly backward, hindered by

the division of the country in

"I moved from the bank to

the public sector because I believe in helping out. The

problem in Belgium is a lack of skill in the public administra-

tion. In the next 10 years we

must sort this out. It is not a

This, he says, is part of a

He argues that the kind of

At BFr470bn, this amounts to about half Belgium's public spending before interest costs. The other critical event looming on the horizon is the

autumn wage round between the social partners, the outcome of which determines the 'going rate" for real pay increases over the next two vears. The inflation adjustment is automatically considered. Fears of resurgent wage

inflation, and the impact that might have on interest rates, have been reflected in warnings from Mr Alfons Verplaetse, the high-profile governor of the National Bank, that union demands above 21/2 per cent would be too high.

Analysts point out that a global wage accord effectively turns into a national minimum and that the overall cost of wage increases turns out higher as successful firms pay more. But apart from these worries, the economic outlook in Belgium remains positive.

Kredietbank's latest forecast is that real GNP growth will slow in 1990 to about 3.3 per cent after exceptional growth rates in 1988 and 1989 - of 4.2 per cent and 4.5 per cent respectively.
Increases in real disposable

income, helped by growth in employment and tax reductions, has been reflected in increased private consumption. Rising mortgage rates may dampen brisk activity in the construction sector, but corporate investment looks likely to remain the main economic

engine this year. Générale de Banque expects companies to increase investment by 11 per cent in real terms, giving a 1 per cent boost

to employment numbers.
This indicator is one illustration of the big improvement in the supply side of the Belgian economy in the second half of the 1980s. Total investment which fell from a peak of about one quarter of domestic spend-ing in the mid-1960s to around 15 per cent in the early 1980s has rapidly climbed in recent years with business investment, its most dynamic component, leading the way.

As a result, production capacities have been rebuilt after imbalances inspired by the two oil price shocks in the 1970s.

The investment boom, meanwhile, far from leading to a deterioration in the external position as has happened in some neighbouring countries, has contributed to a sharp improvement in the current account balance of payments to the point where this year it looks like comfortably exceed-

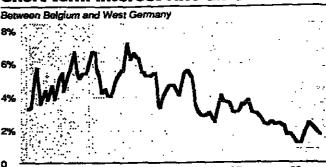
Public debt As a percenage of GNP 100

Hourly wage costs in industry

Annual percentage change

West Germany

Short term interest rate differential



ing BFr100bn - about 2.2 per cent of GNP - for the third successive year.

More controversially, business profits have rebounded at the relative expense of wages.
As a share of total income,
wages peaked at almost 80 per cent in 1982 but since then have steadily declined to the point where they are not far

from their level in the early 1960s: just over 70 per cent. Companies' return on equity has benefited from the structural changes and, according to figures from the National Bank, stands at more than 10 per cent, after being negative

at the start of the 1980s. Wage costs in Belgium are now generally in line with the country's leading competitors. but the recent spate of strikes suggests that workers in the public sector at least feel the correction has now gone far enough. Mr Peter Praet, chief economist at Générale de Banque, points out that wage moderation in Belgium has helped contribute to increased employment.

Real wages, he explains have risen at an annual rate of 1.9 per cent in the last two years, and employment by the equivalent of 100,000 new jobs.

Total real wage income has thus increased by 3.2 per cent so the difference between this and real GDP growth of 4.3 per cent can be considered as "the cyclical component of profits.

PROFILE: Mr Luc De Brabandere, bourse managing director

Public sector gets private incentive

MR LUC De Brabandere is an unusual man with a unique new job. He has just become managing director of the Brussels stock exchange, which despite its advanced years and its 130 employees, has never

He sits in the middle of the grandiose old bourse, in an office that looks out onto the disused expanse of the old-fashioned trading floor, deserted since Brussels went electronic

two years ago. He will talk about trains about family life, about the latest in computer technology, science and the environment making up new words as he

goes along.

His latest favourite is "co-opetition." a mixture of the co-operation and competition that he is trying to instil at the

The slightly surreal peace of his new surroundings belies the task that he is starting to tackle: the day-to-day manage ment of Brussels' big bang. On his plate at the moment are two political hot potatoes.

The first is how much power

to wrestle away from brokers The second is what sort of access outsiders should have to stock exchange prices informa-tion - at what speed and at what price. Within days of his arrival, both events erupted into noisy public rows, with brokers clamouring to protect their dominant positions, and the Belgian press and Reuters accusing the bourse of tactics designed to encourage insider

trading. Mr De Brabandere remains caim to all such attacks. He understands why outsid-

to openly say so, he admits it was a "step down" after working for 17 years running the back office at Générale de Banque. But he is optimistic about making changes, and is full of praise for the staff he has inherited. Tired of their rudderless existence, the employ-ees are apparently delighted to

see him.
"These people have lived

The project he is working on has no name. but is designed to breath new life into Brussels as a financial centre. This, he says, is part of a more important programme to make Belgium great once again

ers want more information, but explains that it is his job to represent the interest of the exchange. The information, he argues, belongs to the stock exchange, and has a clear value. If others want it, they

will have to have to pay for it. Mr De Brabandere's main trate in the disputes - which fall more at the door of the exchange chairman Mr Jean Peterbroeck - but to try and make the stock exchange work more efficiently.
Inefficiencies that greeted

without a boss for years, and they are happy to have someone to report to at last," he

He is not as complimentary about the Computer Assisted Trading system installed with a triumphant fanfare two years ago. "Look at this." he says. reaching for a book on French financial markets that he has been reading on the train on the way to work.
"The CATs system is built

on technology developed in the 1960s, and while it will be okay for the next few years, we must him at the bourse were obvious and, although he is too polite start thinking now about what to replace it with.

ways of raising revenue. Employees previously answered to a 15-member

board, each responsible for a different aspect of the business. The aim is to make it more responsive.

Mr De Brabandere is trying to make the stock exchange

into an efficient small busi-

ness, that is conscious both of

its costs and receptive to new

In keeping with his unusual job, Mr De Brabandere himself is something of a one-off. He is high-tech freak, author of various obscure scientific books, the latest of which, Le lateroscope, Systemes et Creativite, has found a large cult

He has also been head of Belgian Friends of the Earth, and has has been described by the Belgian press as "the iconoclast in the stock exchange Does he like such a tag? Mr Brabandere collapses in embar-

"Maybe. I'm a strange mixture. I believe in old values. Families, People, Talking, Another oddity: despite his fascination for computers, he shuns the idea of having a computer or a screen in his

It is partly out of this high-minded spirit that he has arrived at the bourse at all.

choice. It's a must. Lucy Kellaway

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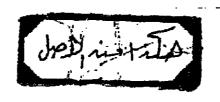
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Brussels base

tion negotiations within the 75-member (bilingual) regional

council. He needed to construct

three distinct majorities - one in the council overall, one among French speakers and one among the Dutch speakers.

In all, this meant involving

six parties, with the Liberals left in opposition. Ironically, in his own commune of St Gilles,

where he remains mayor, the Liberals are his coalition part richis are his coannon par-ners. "This is typically Bel-gian." he says.

The new regional executive and council have taken over

considerable devolved powers from the national government.

and Brussels is now on a par with the Flemish and Walloon

regions which have been

self-governing since 1981. Mr Picqué is quite clear about the main challenge which he faces. "It is to man-age a town which, at the same

time, is an international town, but which must also preserve an ambience, a rhythm of life, which will enable it to retain

its population. I think we shall

do this, but the greatest risk is

that Brussels would be reduced

to being a huge administrative centre, a town without a soul

"The second challenge,

which is linked to the first, is that we have to avoid becom-

divided between rich and privi-leged international administra-

tors, on the one hand, and a

poor, disadvantaged population on the other."

The city for which he is now responsible has suffered major

depredations over the years,

from greedy developers to lax town planners.

the human environment cannot improve the quality of life

during his five-year term of office, perhaps nobody can.

If he succeeds in his mission, there may be no limit to his future political prospects, although it would not be altographic currying if he register.

gether surprising if he resists calls for a national political career and decides to devote

himself indefinitely to the city

Dick Leonard

he evidently loves

if this passionate defender of

ing a town cut in two

identity.

human atmosphere.

RARELY does an aspiring politician step over the three recognised routes to the top in Belgian politics. The means are service in the cabinets or private offices of ministers; working in the bureaucracy of a political party; or being elected to Parliament and immersing oneself in the work of its com-

These routes are not mutually exclusive. Most senior politicians have combined two even three of them in their time. But Mr Charles Picqué, 41, is unique among present-day political leaders in hav-

ing avoided all three. He became the first directly-elected Chief Minister of the Brussels region last June. This gave him immense media exposure and catapulted him into greater prominence than all but the most senior ministers and party leaders. As a politi-cal base, it is comparable to Mr Jacques Chirac's position as

mayor of Paris.
Mr Picqué is a French-speaking Socialist, but unlike the older generation of Francophone politicians, he also
speaks good Dutch, so there
would be no linguistic barrier
to his rise to higher things.
"Next Prime Minister but
two" is a tag he deprecates, but

it is one which is gaining increasing credence. Mr Picqué's parents are middle class, but they divorced when he was young, and he spent a lot of time with his

maternal grandmother who came from a mining family in Her stories of bitter class conflicts of earlier days greatly influenced the young Charles and were a major element in his political development.

After graduating in economics from the Catholic University of Louvain, he began an unlikely apprenticeship for a Socialist politician by entering the service of the royal household. In 1976 he was responsi-ble for organising celebrations for the 25th anniversary of

King Baudouin's reign.

He subsequently spent 10 years working for the King Baudouin Foundation, which is devoted to preserving Belgium's architectural heritage, and sundry other charitable

That did not preclude political activity at a municipal level, and in 1982 Mr Picque was elected to the council at St Gilles, one of the 19 communes of Brussels.

Three years later he became mayor. This was the beginning of a rapid ascent, during which he leapfrogged over an army of Socialist hopefuls working der. In St Gilles he made an immediate impact

Telegenic good looks, an open manner, readiness to mix, overflowing energy and the keen interest he took in the environment and the architec-ture of his commune marked him out above the normal run of local mayors. The Brussels press took him up in a big way, and in three successive years be was voted "Bruxellois of the year" in a poll of newspaper

reporters.
Mr Guy Spitaels, the leader of the French-speaking Socialist Party (PS), took note and put him on the party's list for the 1987 parliamentary elec-tion. He was elected, but his parliamentary career did not

When the first elections for the Brussels regional council were announced last year, he was picked to head the PS list by popular demand among party members. It paid off. The Socialists topped the poll for the first time ever in Brussels,



which has traditionally been a stronghold of the (right-wing) Liberals.

Charles Picqué: immense media exposure as chief minister of the Brussels Mr Picqué became president of the five-member executive council, but only after he had

Widely tipped to succeed Martens

THE CENTRE of gravity of Belgian society is somewhat to the left of the political centre. It is very definitely on the Dutch-speaking side of the lan-guage barrier and probably a shade on the Catholic side of

the religious secular divide. The senior Belgian politician who most closely approximates to this position is Mr Jean-Luc Dehaene, the Vice Premier and Minister for Communications.

Unknown outside his native land, Mr Dehaene is the man most widely tipped to succeed his friend and patron, Mr Wil-fried Martens, as Prime Minis-

There is no immediate vacancy, but Mr Martens has already served more than 10 years and is known to covet the succession to Mr Jacques Delors, when he leaves the EC Commission, probably at the end of 1992.

Mr Dehaene, 49, is a Chris-tian Democrat from Bruges. He was born in France where his father, a Belgian army doctor, had retreated with his unit in 1940. Taught by French-speak-ing Jesuits, and a graduate in law and economics at the Cath-olic university of Leuven (Lou-vain), he remains an archetypal Fleming, whose French is still heavily accented. Mr Dehaene says that he had no early political ambitions

and did not join a political party until 1967, when, at the age of 27, he was invited to join the national committee of the Young Christian Democrats.

Before then he had worked for four years as the adminis-trative head of the Catholic Boy Scout movement in Flanders and had gone on to join Christian Worker's Movement.

Mr Martens was then presi dent of the Young Christian Democrats and since 1967 the two men's careers have been closely entwined.

When he first became Prime Minister in 1979, Mr Martens made Mr Dehaene his chef de cabinet and when he formed a centre-right coalition with the Liberals in 1981 he badly needed a left-wing Catholic in his Government to reassure the powerful Christian trade

Though not yet an MP, Mr Dehaene was made Health and Social Affairs Minister. The Government lasted for six years, during which it imposed a statutory income policy and massive public expenditure cuts in order to restore the battered competitiveness of the Belgian economy.

Mr Dehaene skilfully defended his own department

from the cuts, which did much to endear him to the Socialist opposition as well as to the Christian unions which remained remarkably quiescent. When the Government fell, it was not over economic policy, but because of a typical Belgian linguistic row about a French-speaking mayor of a mixed language commune who refused to sit an examination

With help from the king, he persuaded **Martens to continue**

The subsequent general election in December 1987 led to sweeping Socialist gains, and it was evident that they had to be included in the successor government. Mr Martens, however, took the election defeat as a personal vote of no confi-dence and refused to try to form a new left-centre coalition. The victorious Socialist leader, Mr Guy Spitaels, was ruled out as a possible Prime Minister because of his inability to speak Dutch, and Mr Dehaene was summoned by King Baudouin as the Christian Democrat most likely to attract Socialist support.

Mr Dehaene concluded that if a new government were to succeed, it would have to produce a constitutional settlement to defuse the language dispute, while continuing the broad lines of the previous government's economic policies.

It seemed an impossible task. But after three months of hard bargaining, Mr Dehaene put together a five-party coalition with an agreed programme to amend the constitution to pro-vide new linguistic guarantees in mixed-language communes and to establish a directly elected regional council for the

He persuaded his own party to switch coalition partners, the Socialists to back economic policies they had opposed and the Volksunie, the moderate Flemish Nationalist party, to join the Government in order to provide the necessary two-thirds majority for constitutional changes.

Brussels area.

Most remarkable of all, with help from the king, he per-suaded Mr Martens to continue as Prime Minister. This was necessary. Mr Debaene now says, as a symbol that the eco-nomic policies would continue.

Without Mr Martens, he maintains, nobody would have believed this, and although he

would have become Prime Minister, the new government would not have lasted long.

As it was, the Dehaene for mula worked like magic, and two years later the Govern-ment is still firmly in place, and has successfully legislated the most urgent parts of its

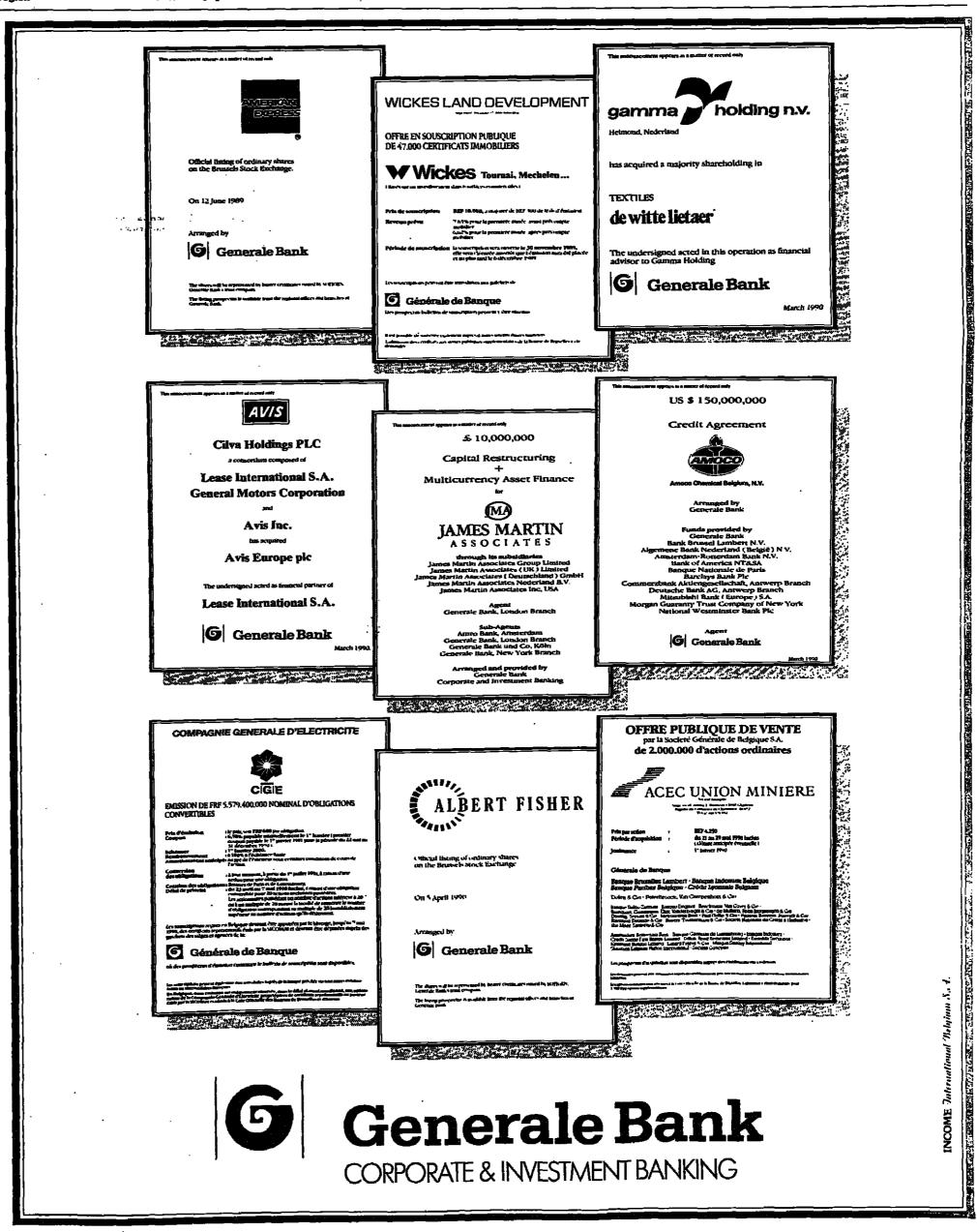
As for Mr Dehaene, who was previously seen as rather an impetuous and unsubtle fellow, his reputation has soared and he is now seen as second only to Mr Martens as a Mr Fixit.

programme.

He is also admired for his common touch, not least when he acts as an enthusiastic cheerleader for his favourite football club, Bruges, which has just won the Belgian chamiltonic brights. pionship.

The former British EC Ambassador, Sir Michael But-ler, once wrote rather sourly: "If Belgians have a fault, it is perhaps that they are so keen on compromise that they are sometimes ready to advocate bad solutions in order to achieve it."

So far, at least, Mr Dehaene's solutions seem to have been good ones, and if they continue to be seen as such, they will most likely eventually propel him to the premiership which he forecast two years ago.





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Deregulation of the telecoms market

Don't ring us ...

BELGIUM is ready and waiting for the technological challenges of the 21st century, says the publicity handout of the state telecom company.

In this century, however, about 40,000 of its people are ready and waiting for a

No matter how hard the Regie de Telegraph et de Telephone (RTT) blows its own trumpet, it cannot drown out the noise of complaints. In the last year or so there have been some fairly damning criticisms.

In the EC Council of Ministers, Belgium has been attacked as one of the most reluctant to cut the monopoly powers of its telecom companies, yet at home it has run its monopoly in a way recently described as scandalous.

Reports in the Wall Street Journal earlier this year struck a particularly raw nerve. Claiming that the Belgian phone system was the sort of thing one would expect in the Third World, rather than in the

capital of Europe. It has been source of growing embarrassment to Brussels that the rush of companies and individuals moving there may have to wait
up to six months for a phone unless they happen to know the right people in the

ministry.
According to Mr Marcel
Colla the Telecommunications
Minister, not only are such
greatly complaints greatly exaggerated, but they are

rapidly becoming out of date.
The RTT has, belatedly some Would argue, started an emergency plan, ordering more cables, and hiring contract workers to install them. As a result, the number of people waiting has fallen by 8,000 in the last couple of months, and it is hoped that the backlog will be gone by next year. The minister says the longest anyone then has to wait will be a month: which

still may seem slow on American standards when only hours are usually involved. The RTT's problems started when the contract for the lines was signed too late, and the level of demand was

underestimated.
The fact that this could have happened says less about the RTT itself, than about the long-winded bureaucratic approach of Belgium's entire public sector.

But that is about to change. Under a new law aimed to take all public public ministrations a little nimbler and more efficient, the RTT is shortly to be restructured under the new name of

Belgacom. 'At the moment we are an administration with too many rules," says Mr Colla.

In the future the company will be able to take more decisions for itself, with a view to its commercial interest. For one thing, it will be able to hire teams of professional managers.
The new law will also allow

the RTT to raise a limited amount of private capital if it so wishes, although the state is to retain at least 51 per cent of the capital and 75 per cent of the votes. Hand in hand with the new

company structure will be the deregulation of the telecoms market in Belgium, which means the RTT will lose some of its monopoly businesses. The move towards deregulation, in Belgium, which has gradually crept in of its own accord, is being forced by legislation.

So far, the RTT has engaged a larger share of its market than many of its neighbours, with a monopoly not only of all the basic networks, but also to supply the first telephone set, the first telex machine - over small PBAXs and over small

As a result of EC legislation will lose most of that, and will have its control greatly weakened over value added services. Such liberalisation goes further than Mr Colla would have liked.

He argues that there is implicit competition between national phone companies even in their protected areas, because the efficiency of their basic phone systems is an important reason for companies settling in one country rather than somewhere else: a brave argument to use given the image of the RTT in this area.

He also points out that as a small country of only 3.7m subscribers, Belgium has no room for more than one telephone company. The kind of deregulation being carried out in the UK, for example, with Mercury established as a competitor to British Telecom is not an option in Belgium, he

Even in the value added services, he argues that competition should not be completely free. "I do not think it is a good thing if all the services are controlled by companies that are not Belgian," he says. "We are in favour of Europe, but do not

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Belgian markets and are rapidly expanding our international

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service of the highest quality level.

On the international market we want

want to depend on strategic decisions that are being made in Paris and Europe."

Disregarding arguments, Europe is moving ahead with deregulation, and the RTT is going to compete as best it can. The way forward favoured by Mr Colla is through joint ventures. He has already signed one with the France Telecom, and is hooing soon to be able to conclude several more. The minister also recently opened an office in New York in an attempt to get a bigger slice of the

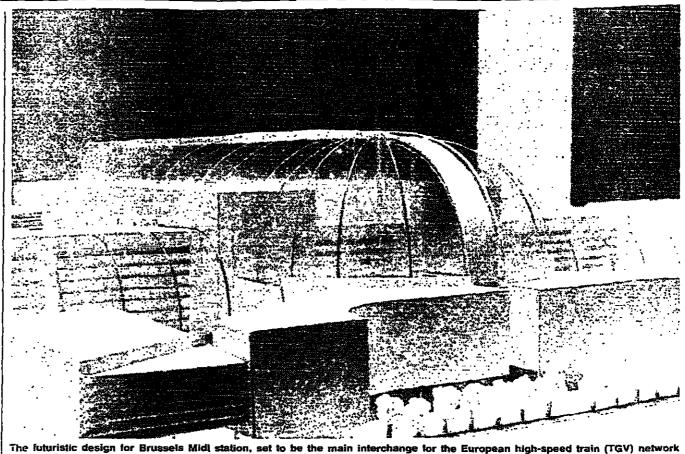
These moves are all quite new to the RTT, which previously rather neglected the commercial parts of the business. The steady rise in profits to BFr 9bn in 1989 on sales of BFr 90bn has been as much due to the surplus profits earned by a monopolist in a captive and rapidly growing market as to the increase in productivity.

international traffic.

In future, the company is likely to concentrate more on marketing its products. Mr Colla explains that in the past it has concentrated its efforts

on technology Mr Colla, who is a postman's son, looks as though his new role as chief of Belgacom will suit him. With a fat cigar in mouth, and sunk into a deep leather armchair in his vast, new offices, he looks every inch the business tycoon. The big goal is to go from an administration, with the mentality of administrators, to being a company," he says.

Lucy Kellaway



Profile: Wilfried Martens

A new, modernising image

WILFRIED MARTENS is getting a second wind as Prime Minister. For most of his first decade in power, he seemed to be Martens the Marathon Man, the long-distance runner pur-suing constitutional and budgetary reform of the Belgian state. Those races are still far

But increasingly he is push-ing the image of Martens the

Moderniser, the man who is trying to ready Belgium's anti-quated public service sector for post-1992 Europe, to streamline open the Brussels financial

marketplace to competition, and to make Belgium fiscally more attractive to foreign companies.
Achievement of the earlier

tasks is still essential, he says.
"We're still paying for the stupidities of the 'easy' years of
the 1970s," when the central
government threw borrowed money around in response to the competing claims of the country's regions and linguis-tic communities. "We will need 15 years of redressment." he says, until the mid-1990s by when he hopes that public debt servicing falls to 2-3 per cent of the country's GNP. Once it falls below the annual growth of GNP, then the road to recov-

ery will be almost automatic.
This process of financial recovery is, Mr Martens reckons, helped by central govern-ment shedding wide-ranging responsibilities, and some 40 per cent of total public revenue, to the country's three regions - Flanders, Wallonia and Brussels. The Walloon regional government has been tougher towards the financial problems of a big city like Liege than the central government would have dared. Nor would teachers be out on the streets of Brussels if the gov-ernment of the French-speaking Community government Likewise, the Flanders government has shown more audacity in closing its Kempen coal mines than the central govern-

ment did. The Prime Minister concedes the problem of overlapping jurisdictions, and cites the problems of conditions for immigrants their housing is a regional charge, teaching a Community responsibility, and acquisition of nationality still under central government. Further reforms are planned. which must, among other things, set limits on the external responsibilities of the regions. But Mr Martens does not want to preside over the demise of central government in Belgium. "I believe that all the powers not explicitly passed to the regions should

stay with central government. More idealistically, Mr Martens believes that Belgian devolution can be "a sort of model for Europe, if it can make three different cultures tincluding Belgium's Germanspeaking Community) work

For the moment, however, the rest of Europe is more nterested in Belgium and Brussels, the emerging politi-cal capital of institutional Europe, working more effi-ciently And here Mr Martens has plans. He lists preparations for a new competition law, for putting the country's six public-owned credit institutions on a more commercial footing, for making public services in general and the RTT telecommunications service more "busi-ness-like" by submitting their management to contracts and to greater financial self-reli-

Many of these measures foilow or anticipate directives being prepared at the EC level, but "they constitute a break with the traditional system in Belgium." Mr Martens stresses To the extent these measures leave Belgium better prepared for 1992, they may also provide the Prime Minister with a better springboard onto the wider European scene. He is frequently mentioned as a possible successor to Mr Jacques Delors as European Commission president. He demurs at such talk, but says: "I have a European ambition - that is

David Buchan

David Buchan on links with a former colony

Firm line on Zaire

POST-IMPERIAL guilt has long dogged Belgium in its complex relationship with Zaire, the former Belgian Congo, but 30 years after Zairean indepen-dence it at last seems to be wearing off.

The catalyst has been allega-tions that last month, only three weeks after President Mobutu Sese Seko promised an end to 25 years of one-party rule, his troops murdered students demonstrating against the Government infiltrating its agents onto their university campus in Lubumbashi. To the surprise of everyone. Belgium took a quick and deci-

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KEY FIGURES

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Net profit

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Balance sheet total

Securities portfolio

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386.8 **455.1**

136.3 **166.7**

203.0 **246.8**

1.7

19.5 **21.8**

1.7

sive stand, calling a halt to a pending state loan of BFr300m and preparation for its regular annual discussions with Zaire

Brussels demanded an inter-national inquiry into the Lub-umbashi events after the Mobutu Government had spent 18 months brow-beating Prime Minister Mr Wilfried Martens' Government to write off a sizeable chunk of Zairean debt with accusations of neo-colo-

Belgium's request for an outside investigation got the for-mal diplomatic backing of its

EC partners and of Washington

without difficulty .
Behind this firmness lies a number of factors. One is a feeling that democracy and human rights in Zaire, and Africa in general, should no longer be judged by lower standards than eastern Europe. where Belgium warmly wel-comed the 1989 revolutions, and Asia, where Belgium roundly condemned China's suppression of its students.
"We should not indulge in

selective indignation," as Mr Mark Eyskens, the Foreign Minister put it.
The Belgian Government also appears to be grimly satisfied that it has "a solid dos-

sier" of evidence on the Lubumbashi killings. Even a Kinshasa newspaper put the death toll at 23, after having had to listen to Mr Mobutu talk of multi-party democracy: a controlled game that only three selected parties are allowed to play. Earlier, there had been Mr Mobutu's accusa-tions of neo-colonialism.

From the start, in November 1988, when the Zairean leader started to make a public row out of Belgian press criticism of his personal fortune and of alleged corruption in his entourage. Mr Mobutu was after

money.
This was not surprising, since the debt relief that Bel-gium was then offering Zaire was not generous. However, after 18 months of acrimonious negotiation, mediated at one point by King Hassan of

point by King Hassan of Morocco, Belgium substantially improved its terms.

In March this year Belgium agreed to cancel BFr4.7bn in accumulated debts owed by Zaire; cancel one third or BFr1.2bn of Zaire's Belgian state-guaranteed commercial debt falling due in 1989-90; and to reschedule repayment of the principal on the remainder and let interest on this be paid in Zairean currency into a local development fund.

All this adds up to a feeling in Brussels that Belgium has done enough to help a country

done enough to help a country whose importance to Belgium's economic welfare is less than

economic welfare is less than popularly believed.

Belgian companies, mainly in mining and shipping, remain heavily involved in Zaire, but Belgian exports of BFr10.6bn to Zaire in the first nine months of last year, and imports of BFr28.6bn over the same period, are minuscule in the context of Belgium's total BFr6.000bn two-way trade.

BFr6,000bn two-way trade.
"If all trade with Zaire were stopped, it would be the same as an interruption of 30 hours in a whole year," calculates one official.
Although there are still

13,000 Belgians in Zaire, diplomats say there are as many in Chicago alone, and half as many in South Africa, "a state against which we still impose sanctions."

However, it would be wrong to assume that Beigians no longer value their links with Zaire and Zaireans. For one thing, it is the one element of Belgian foreign policy which has not been submerged in the European Community.

But what is new is the realisation that support for Zaire and support for Mr Mobutu are no longer necessarily the same.

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had been as soft as previous national education ministers.

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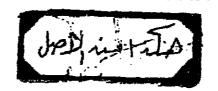
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THE BELGIAN Government compares tax competition with the competitive devaluations of the bad old days.

Only last month, Mr Philippe Maystadt, the Belgian Finance Minister, wrote to Mr Michel Camdessus, managing director of the International Monetary Fund. calling for central control on

He said: "Just as countries found it necessary to co-ordinate trade policies under Gatt, they may also find it necessary to lay down additional rules of conduct in the domain of capital income taxation through a multilateral

convention." Whenever a neighbour or partner lowers tax rates, just as the international value of a currency may be lowered to gain an export advantage, other rates must follow or business may be lost.

in turn, declining tax revenue can bring the public sector out on the streets in revolt, as seemed to be the case earlier this summer when teachers, air traffic controllers and railwaymen staged

The next step is that the public starts protesting at the declining level of public services. In Belgium, so far that has not hap-pened. But Mr Maystadt feels it

differential

As he wrote in his letter to the IMF: "a more general danger is that leaving tax competition unbridled can seriously undermine the 'social compact' between democratically-elected governments and their citizens concerning the appropriate level of public expenditures."

"PEOPLE ARE blind to the

problems because of our boom-

ing economy. They say 'Alles gaat goed, tout va bien' - so

At only 37 years of age, Mr

Guy Verhofstadt seems an

unlikely Cassandra. But this Ghent Liberal is paid to be the

scourge. After three years as

Budget Minister, he became, as president of the PVV Flemish

Liberals, leader of the Opposi-

tion in 1988. He has turned into

one of the more eloquent and numerate critics of current

His main complaint is that

Belgium should be using its

booming economy to further reduce the budget deficit and

government regulation of the

the economy was not performing so well, public debt servic-

ing, under his stewardship,

came down from 12 per in 1985

to 8 cent of GNP by the end of

He is proud that even when

economic policy.

why worry?"

David Buchan on 'danger of unbridled competition'

Tax plea to the IMF

Belgium's problem is that it relies on other countries for much of its revenue.

One of its neighbours, Luxan-bourg, has especially low indirect taxes and high standards of banking discretion. In addition, the Duchy, because of its monetary union with Belgium, offers Belgian depositors no exchange rate risk on what they place in Lux-

embourg.

The result has been that the Belgian exchequer has always taken in less than one would

expect from its high tax rates.

Mr Maystadt's cry for IMF help came after the European Commission failed to convince mem-ber states of the need to agree on a minimum tax-at-source on nonresidents' capital income. As a result, Belgium has had to reduce its own withholding tax. At the same time, EC states

have falled to bring their wide-ly-differing value added and excise tax rates closer together. Belgium's efforts to scale down its tax rates are shackled by fiscal and budgetary constraints. These are that in 1989 gross public debt amounted to 133 per cent of gross national product (down from the

peak of 135.6 per cent in 1988). The two guiding rules, which the Government has imposed on itself, are that real public spend-

ing (excluding debt interest) and tries such as the UK which the budget deficit in cash terms already have this exemption) and should both stay constant. The hope is that, as the economy and tax-take grow, public borrowing will naturally shrink in relation

to the overall economy.

But despite these constraints, some tax reform has been achieved. The top marginal rate of personal income tax was, from 1989, chopped back from 72 to 55 per cent. At the same time, there was a significant increase in the minimum tax-exempt income.

This reduction in personal income taxes worth BFr96bn a year was revenue neutral, paid for by closing other loopholes and by raising indirect taxes on petrol and cigarettes.

The latter move started to reverse the trend that had led, by 988, to two-thirds of all reven being raised by direct taxes and only one-third by indirect taxes (on goods). But Belgium will soon be

under pressure to lower indirect taxes, particularly VAT. Standard rate is 19 per cent, with a top rate of 25 per cent and a reduced 6 per This compares with the EC's proposal of just two VAT levels

bled to BFr70bn in response to popular demand. "Clearly more money is staying in the country," - a reduced 49 per cent band for necessities (and possibly some

says one finance ministry official. Under a reform agreed last December, standard corporate tax will be cut from 43 to 41 per cent by 1991.

But there are signs that the December 1989 reform may not be enough to satisfy the Socialists in the governing coalition. They are still displeased with the way that corporate tax receipts are growing slower than the overall tax-take, or the economy itself.

No matter that the Finance Ministry, in the Christian Democratic hands of Mr Maystadt, points out that all tax incentives costs money, and that precisely because of the investment boom companies have been using depreciation and special deductions for investment more than

A particular target has become the generous tax provisions that has encouraged some 230 multinationals to set up so-called co-or-dination centres in Belgium. Provided genuine multinational groups set up such a centre with BFTlbn capital and employing a minimum of 10 people, these operations benefit from paying corporate tax on only a flatrate assessment of profits (estimated normally at 8 per cent of total costs) and from exemption from

withholding tax.
Created in 1982 to last for 10 years, these tax provisions seemed the right prescription for Belgium to win investment in the ressed early 1960s. But should they be necessary post-1992? That is the awkward question the Socialists are posing for their coalition partners.

still thresholds for deals which must be settled on the stock exchange; that the govern-ment-set bourse tax should be abolished; and entry to the stock exchange should not be

banks. He advocates self-regu-lation – the trend elsewhere in the world Mr Verhofstadt says individ uals and companies are both over-regulated and over-taxed.

restricted to stockbrokers and

He accuses the Socialists who displaced the PVV in the latest Martens coalition of inconsis

They say companies are not paying their fair share and that their tax payments are not

THE MONARCHY

King Baudouin

allowing a way round a diffi-culty that might otherwise have caused a much greater political fracas. The question of

whether Belgium should drop

its ban on abortion - which it

shared only with Ireland -had divided the Government,

heightening tensions between the Christian and Socialist par-

ties in the five-way coalition

The law is still one of the tigh-test in Europe, making abor-

tion legal only up to 12 weeks.
Belgium's constitution has

shown great powers of survival in its 160-year history. Of the

26 articles that lay down the powers of the King, only the most trifling changes have been deemed necessary. Under its terms, the King has considerable and the considerable manual triples.

erable power, at least com-pared to that of other Euro-

pean monarchs. It is up to him

to hire and fire all ministers.

his signature is required on all

laws, he has the power to grant

honours, appoint magistrates and forgive crimes. He is com-

mander of the armed forces.

The interpretation of these powers has changed with the

times, with the King's real power steadily eroded so that

he no longer chooses ministers himself. However his hand can

still be seen from time to time

during periodic Belgian cabinet

crises, and he was responsible for persuading Mr Martens to

form the present Government.
On the whole, the people of
Belgium seem to think that he
performs these tasks well. He
is seen as a hard-working,
kindly man, a fervent Catholic,
with a colfeffecing personality.

with a self-effacing personality.

This appears to be no draw-

Baudouin's day off

IT MUST have been the shortest ever constitutional crisis ever. For 39 hours, at the beginning of April, Belgium was without a king while the conscience-stricken Baudouin quietly stepped aside to allow a bill legalising abortion to be signed without him.

The rest of the world looked on with puzzlement, but Belgium felt it would never be the same again. Its initial reaction was that irreparable damage had been done to the constitution, and urgent changes would be needed to ensure that the King did not make a habit of getting off the throne every time he came across a law he

did not like. Less than three months later, it all seems to have been forgotten. The King still gets to work at 9.15 every morning. goes home at noon to lunch with the Queen, and spends the afternoon reading files.

The newspapers no longer talk of reforming the constitution, and everyone assumes that so delicate a task will have to wait at least until after the elections in January 1992.
People increasingly wonder if changes are needed after all.
The King was able to step aside thanks to article 82 in the

Constitution that allows him to hand over his power to the Government and Parliament, if he finds it "impossible to reign." The article, designed to deal with kings that had gone senile, was never meant to be put to such use.

Some people argued that if the King objected to a law so strongly that he could not put strongly that he could not put his name to it, he should resign for ever. To give his conscience a brief holiday not only smacked of hypocrisy, but

damaged the royal prestige.

A few among the Frenchspeaking Walloons, traditionally less pro-royal than the Catholic Flemish, called for

him to resign.

But such talk has died down, which says much for the King's apparent popularity.
The general view is that the
event was a genuine one-off,
covering the most vexed legislative issue in years, and one on which the King – childless and a staunch Catholic – has

the strongest possible views.
Indeed, by taking a day off he may have found a neat solution to a delicate problem,

back in the eyes of the public; indeed Baudouin's greyness is a relief after the dash of his father, who first offended the people by surrendering to the Germans in 1940 without consulting parliament, and then by taking as his second wife his children's governess. Belgians have none of the ghoulish curiosity into the lives of their royals that the British or even the French have - the Royal Palace will confirm that the King likes

photographs of the stars, but beyond that what the King does or does not choose to do is properly left as his own affair.

However if the people were unhappy about the King, it might be hard to tell in Belgium an obscure law exists. under which it is illegal to criticise him. And even without such a law, there seems to be an informal understanding not to mention him, unless it is his birthday or he makes an offi-cial visit somewhere.

golf and has taken some fine

Two events have recently brought this suppression of free speech into the open. The first was the fracas over his Christmas message. Baudouin, who apparently had toiled over this speech for several weeks gave the nation an account of the virtues of family life. The speech, which was broadcast on television while all the other channels were running footage from Romania, struck a lawyer from Namur as offensively narrow, and he wrote to the King to tell him so, sending his letter to the press. In theory the lawyer could have been jailed for up to three years, but he was spared after brief psy-

chiatric treatment. The other incident concerned a Flemish journalist who wrote an article spelling out the opposition of the King on the abortion issue. This was on the abortion issue. I'ms was suppressed by his paper lest it cause a dangerous split in the Government. The article was later published in the Wall Street Journal, and the journal-

ist lost his job.

The Belgian monarchy may
be an excellent institution and may serve a useful purpose. That being the case, Belgium would seem to have little to lose in allowing people to discuss it a little more openly.

Lucy Kellaway

Profile: Guy Verhofstadt

Economic Cassandra

At the same time he is contemptuous that in better economic times since then, it has only fallen to 6 per cent. This, Mr Verhofstadt notes, is more than twice the EC average.

The former Budget Minister says he would do three things about it.

Firstly, he calls for a return to the policy of cutting back bureaucrats by natural wastage. The number of bureau-crats — federal, regional and local — fell from about 870,000 in 1980 to 804,000 today. But Belgium still has more people working in its civil service than, for example, the Nether-lands which has 720,000 bureaucrats serving a popula-tion 4m larger than Belgium's.

Secondly, with the social security system, "the same range of health benefits should not be given to everyone,

regardless of ability to pay." Mr Verhofstadt suggests that above a certain income, individuals should be obliged to buy their own private health insurance. He also says the Government should build up financial reserves in the pension system.

Thirdly, he advocates privatising the RTT state telecommu-nications system, Sabena – still majority owned by the Belgian state despite British Airways and KLM shareholdings — and publicredit institutions. and publicly-owned

Of these three targets for privatisation, Mr Verhofstadt has, like many others, RTT in line first. He says Belgium as the capital of institutional Europe should be the service nation par excellence. But this is impossible, he says, with the poor service provided by the

BANKING

He cites the example of the Swift interbank transfer system, which although based in Belgium, carries out virtually all its transactions in nearby

a standard 14-20 per cent VAT

Even more likely is an EC-

agreed minimum at, perhaps, 15 per cent for standard goods and

bours, France and the Nether-

lands, are taking unilateral steps to bring their fairly-high VAT rates down, while Germany and

Luxembourg are already at, respectively, a 14 and 12 per cent standard rate.

The withholding tax, the pre-

compte mobilier, for all revenue, interest from bonds and most bank deposits, was slashed in

February 1990, from 25 to 10 per cent. But this did not apply to

To have cut the tax on share

dividends would have cost the exchequer BFr40bn a year, say Finance Ministry officials. Never-

theless, Mr Maystadt has commit-

ted himself to making the tax

reduction for share income as

soon as possible.

The impact of this tax change came in the first subsequent Belgian state loan in March 1990.

which was to have been only

BFr30bn, but was more than dou-

services. Two of Belgium's n

Other financial service sec other mannal service sectors figure high on Mr Verhof-stadt's list of Belgium's self-im-posed handicaps. The reforms of Mr Philippe Maystadt, the Finance Minister, do not go far enough, says Mr Verhofstadt, who complains that simply re-grouping the six publiclyowned credit institutions into two camps (one headed by CGER and the other by Credit

Communal) is futile, and they should all be privatised.

The PVV leader also believes that modernisation of the Brussels bourse amounts as much to re-regulation than de-regula-tion. He complains there are

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tency for now complaining about wanting to withdraw some of the corporate tax

rising as fast as the general economy. But this is proof that taz incentives granted over the past decade have worked."

David Buchan

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GERMANY

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BRUSSELS

THE French-speaking children of Belgium did not learn much in May. Their teachers, demoralised and woefully underpaid, spent much of the month on strike in pursuit of a deal that their employers do not have the wherewithal to grant. The education budget in Francophone next year, and the deficit is likely to be almost three times as high by the end of the

The lesson to be learnt from the education crisis goes far beyond the classroom: it is that the regional reforms of the last two years are not working smoothly. They seem to have got rid of one brand of chaos

was most likely to cause problems from the outset, as it lies at the intersection of a complex division of powers in Belgium. different ways: by linguistic communities - which divide the French, the Flemish and the German speakers - and into regions - separating Flanders to the North and Wallonia to the South, and adding Brussels as a separate region. The two different divisions overlap, but are not the same: the Frenchspeaking community covers Wallonia but also includes the

THE 175th anniversary of the Battle of Waterloo was re-en-

Several thousand spectators, including the current Duke of Wellington who still owns expected at last weekend's celebrations.

It was the seventh re-enactment of the June 18, 1815 hattle, but by far the most ambitious and heavily sponsored. This year's battle had a bud-

and brought together some dozen countries including the Soviet Union, East Germany and Czechoslovakia. Television companies in east and west Europe as well as North America. Ŝabena, Generale de Banque and the Communes of towns were the principal

Spectators were able to imagine the Duke of Welling-ton saying: "They have spoiled my battlefield," as he stared up REGIONAL REFORM

Sums do not add up

80 per cent of their budget. They have no power to raise taxes: instead, they are given a budget by the states according to a formula written into the law two

The deepening financial difficulties show how the sums do not add up now that the French Community has to manage its own budget. The struggle by the Community to meet the shortfall is a further example of how clumsily the system works. A plea to the Central Government for funds has met the direct opposition of the Flemish. Requests to the Brussels region - which is 80 per cent French-

speaking - have also run into objections from the blocking Flemish minority on the council. Requests to Wallonia have been better received, but even there any money paid over is likely to be in return for some transfer of power to the regional government.

According to Mr Peter Claes of Banques Bruxelles Lambert. the problem can be resolved for 1991, but in the longer term a new financial law is needed with a new funding formula for the French Community, Unfortunately, getting the 75 per cent parliamentary majority needed

for such a reform is inconceivable. That will probably mean another fudged solution to complicate further a system which even for even the eyes of most Belgians defies comprehension.

Yet despite its shortcomings. regional reform must count as a great success, simply because it has made Belgium governable once again. By giving large powers to the regions it is now possible to get things done which previously would have been ought by the Walloon Flemish. The present system may be too complex and may create new financial strains, but these are nothing compared to the strains that the whole country was under in the days when every franc spent in one region had to

Yet the new system of regional powers is wasteful. There are no fewer than 12 elected bodies, with competences overlapping. The regions. accounting for over a third of total public sector expenditure. have considerable say over economic policy, trade policy,

be matched in the other.

responsibility is shared, often

Eugenie Maechling on a 175th anniversary

resulting in a legislative shambles. Problems have been raised recently in getting Belgium to comply with EC directives. The EC recognises only the state, whereas many of the areas in which decisions have been taken are the sole competence of the regions, and the regions are unwilling to accept a deci-

sion taken by the Government. This division of responsibilities has made Belgium a most awkward country for its counterparts either in Europe or internationally. In every political gathering Belgium demands four chairs round the table state plus three regions - and as so many seats are almost never forthcoming, one of the parties is almost always sent home.

The transfer of powers to the regions has been a more obvious success in Flanders than in Wallonia. Because the area covered by the Flemish Community and by the Flanders region is the ame, the two bodies have been fused, making a simpler and more powerful whole, better able to fend off financial difficulties. The Flemish part of the country has also been better at cutting back on its over-heavy the time being has stayed off

the bankruptcy of its towns. Even though the financial position of Gent and Antwerp leaves something to be desired, they are not in the same league as Liege Wallonia had to rescue Liege from bankruptcy last year, and is likely to do the same again before the year is

This summer Parliament was meant to pass a third stage of the reforms that were started in 1988. The first two stages, which were deemed urgently necessary, were whistled through, but the third, which deals with reform of Parliament, seems to have got stuck. Many people now doubt if anything will be produced at least until after the

The most important area of reform is the Senate, which far from being an effective check on the lower house, is a duplication of it; its members are elected at the same time and in the same way. Other planned changes include scrapping the dual man-date of MPs - which at the moment serve on both national and regional bodies - and to agree on a further transfer of

Parliament was by now supposed to have come up with its own ideas on the subject, but so far has produced nothing. As far as the Senate goes, as the reform would put many of its present occupants out of a tob. the chances of its passage for the time being look slender.

Lucy Kellaway

the fourth Cuirassiers on horseback, Czechoslovakia was able to send the 90-strong Austro-Hungarian Infantry of Ostrava and Slavkov u Brna, better known as Austerlitz where Napoleon had his famous victory over the Austrians and Russians in 1805,

Western Europe was well represented by infantrymen from Italy, Switzerland, France, the Netherlands and Belgium while, for the first time, Canada sent 200 red coats

to "help the Allies." The Commune of Waterloo provided about 200 horses for the small group of cavalrymen drawn from various countries The organisers set out to exactly recreate the battle. but the movement of troops inevitably seemed chaotic at times. But that should not stop the Napoleonic Association from launching another spectacle in a few years, perhaps in 1992 to

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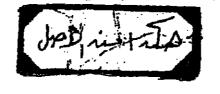
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only to replace it with another. Education is the area which

French speakers in Brussels.
Each body operates separately, in charge of different things. The communities rule over cultural matters, although their main responsibility is for education, which takes up about

employment, public procurement, housing, environmental protection and so on. In many of these areas

Tourists' Waterloo

at the Butte de Lion, the 200-ft high mound that Dutch troops raised to mark the spot where the Prince of Orange was wounded during the battle. Eyesore it may be, it is still the best place to see both the

grass and cornfields where Napoleon met his final defeat defeated all over again. Curiously enough, the prime mover behind the 175th re-enactment was the Napoleonic

Director Mr Philip Coates-Wright co-ordinated the international participants. Typically, about 20 "infantrymen" form groups to represent the original regiments. Each participant provides his

own uniform but the club

relies on sponsorship to stage the big event. Founded in the association has made contact with similar Napoleonic battle groups that have sorung up near sites of famous battles

staged its first re-enactment in 1979, quite independently of the town of Waterloo which subsequently became an active promoter of the event. Waterloo councilman Mr Maurice Gerard invited participants from the USSR and east Europe to the 1985 re-enactment through contacts between the Wellington museum in Waterloo and museums at other Napoleonic battle sites such as Austerlitz Leipzig and Borodino outside

This year, the Soviet Union fielded about 150 participants in four regiments: the 1st Polish Infantry Regiment and the Lithuanian Uhlan (Lancers) Regiment from Latvia and from Kiev, under the command of a Russian Army officer, the Lifeguard Preobrajenski regiment from Leningrad; and a

East Germany has sent about 250 participants, mainly from Leipzig in the form of the

2nd Prussian Infantry and the Tschernigow Grenadiers, a From Iena came the 18th Ligne (French) regiment and

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